

State of Colorado
Fiscal Year 2004-2005
Annual Compensation Survey Report



Prepared by Division of Human Resources
Department of Personnel & Administration
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Executive Summary

Pursuant to statute, the Department of Personnel & Administration (DPA) surveyed employers in the Colorado market to identify prevailing pay adjustment practices (employee salaries and performance awards) and employer contributions for group benefit plans. In this survey, DPA's primary focus was on the three major compensation components that typically require increased dollars each year: base salaries, the employer contribution to group benefit plans, and performance awards. In addition, this report includes the findings of the direct premium survey completed by DPA in 2003. This direct survey represents the Department's ongoing process to monitor market trends in different pay practices.

There is a limited number of third-party surveys available for analysis prior to the August 1 due date. The Department will update these findings as additional third-party surveys and the most recent Employment Cost Indices (ECI) are received. The revised survey findings will be reported to the Director in December 2003.

SALARY

Based on the data collected to date, DPA measured an average 3.0 percent **market pay structure adjustment**. This reflects the need to update pay range minimum and maximum values in the occupational groups. To verify the structural movement, DPA reviewed salary increase and budget planning publications by Mountain States Employers Council (MSEC), Hewitt Associates, and Mercer Human Resource Consulting, Inc. Overall, the planning publications supported DPA's measurements of market structural movement.

In order to determine the new dollars needed to bring state employees' actual pay rates to the prevailing market level on July 1, 2004, DPA measured pay increases granted to or projected for the Colorado labor market. Based on the data collected, DPA measured an **average actual pay increase** of 3.7 percent, a consistent finding reported in several salary increase and budget planning publications. In addition, per C.R.S. 24-50-104(1)(a)(III)(A), State Troopers' pay is based on the actual pay comparison between the state and the market with the market defined as the three top-paying jurisdictions in Colorado. The FY 2004-2005 actual wage adjustment for State Troopers was estimated to be 7.3 percent.

CONTRIBUTIONS TO GROUP BENEFIT PLANS

For the state's contribution to group benefit plans, DPA examined the market's contribution levels to medical, dental, and life and accidental death and dismemberment (AD&D) insurances. For medical insurances, double-digit premium increases continue, and employers in Colorado's labor market continue their effort to maintain their contribution levels despite the increasing premium costs. In comparison with the market, the state's contribution continues to lag the market significantly in all three tiers (ranging from 21 percent to 25 percent depending on the tier). Even with the 4.7 percent state contribution increase for calendar year 2004, the disparity between the state and the market in health insurance contributions accelerates as the premium rates increase. For dental insurance, the state is comparable to the market in its contribution to

the employee-only plan, but lags the market in family plans. The state continues to fall behind the labor market in its benefit plans for life insurance and AD&D.

Colorado continues to rank low among other state governments in its insurance contribution (46th out of 47 states reporting for single plans and 39th among 44 states for family plans reported by Workplace Economics, Inc. in 2003). The following table shows how the state's 2004 contribution amounts compare with the prevailing contribution amounts found in Colorado projected for calendar year 2005.

	Calendar Year 2004 Statutory Contribution Per Employee Per Month	Projected 2005 Calendar Year Prevailing Market Contribution Per Employee Per Month	Monthly Change
Employee Only	\$173.92	\$348.67	\$174.75
Employee Plus One	\$250.39	\$580.14	\$329.75
Family	\$344.33	\$804.73	\$460.40

PERFORMANCE AWARDS

DPA conducted two direct surveys to examine how employers budget for their performance-pay programs. State governments generally distribute most available dollars to base pay while Colorado jurisdictions allocate more dollars to performance pay.

In summary, the annual compensation survey shows that the Colorado market's prevailing average pay structure adjustment is 3.0 percent and the actual salary increase is approximately 3.7 percent. The state significantly lags the market in its contribution to group benefit plans. In order to achieve the prevailing level for FY 2004-2005, the state needs \$92.6 million, total funds, to provide increases in salaries and group insurance contribution amounts for state personnel system employees in both general government agencies and higher education institutions (excluding the University of Colorado and the Colorado State University systems). Included is \$8.4 million needed to provide contributions for the estimated 12 percent increase in enrollment that could result from the state providing prevailing contribution levels for group benefit plans. The prevailing cost estimates are presented on the following page.

New Dollars Needed to Achieve Prevailing Compensation for FY 2004-2005

Compensation Components	Subtotal	General Gov	Higher Ed ^{*1}
Salary (pay range adjustments)	\$2,190,216	\$1,983,588	\$206,628
Contributions to Group benefit plans	\$37,890,666	\$29,384,229	\$8,506,437
Additional Contributions for 12-Percent Enrollment Increment	\$8,423,828	\$7,149,423	\$1,274,405
Performance Awards	\$44,075,856	\$39,546,996	\$4,528,860
Total for Classified Employees Only ^{*1}	\$92,580,566	\$78,064,236	\$14,516,330
Total for both Classified and Non-Classified Employees ^{*2}	\$97,621,190		

^{*1} Cost excludes CU and CSU due to unavailability of employee data

^{*2} According to statute, survey adjustment dollars for the state personnel system cannot be used to achieve parity in benefits for the non-classified employees. Therefore, an additional \$5,040,624 will be needed for these employees who are eligible under statute to enroll in state's group benefit plans.

2004-2005 COMPENSATION SURVEY REPORT

Compensation Policy and Purpose of the FY 2004 – 2005 Annual Compensation Survey

It is the policy of the State of Colorado to provide prevailing total compensation to employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. Total compensation includes, but is not limited to, salary, group benefit plans, retirement benefits, performance awards, incentives, premium pay practices, and leave. In order to maximize the investment made in state employees, the annual compensation survey is conducted as part of an effort to maintain an integrated and prevailing compensation package. According to total compensation legislation (HB03-1316), the FY 2004-2005 survey findings report specifically includes the Department of Personnel & Administration's (DPA) primary focus on three major compensation components that may require increased dollars each year, namely, base salaries, the employer contribution to group benefit plans, and performance awards. In addition, with the continued effort in identifying the market's premium pay practices and the commitment from previous survey processes, the report includes the findings of the direct premium survey completed by DPA in 2003.

Annual Compensation Survey Process

Following internal DPA staff discussions on changes to the annual survey process, the draft process was published on the Department's website and two meet and confer sessions were scheduled for managers, employees, and employee representatives. The draft process was also presented to the Total Compensation Advisory Council (TCAC). After receiving input on the process and incorporating anticipated changes due to HB03-1316 and the outside auditor's recommendations to the Legislative Audit Committee (LAC) from last year's process, staff finalized the process that was approved by the State Personnel Director. The following paragraphs summarize the overall process and the complete text of the annual compensation survey process is contained in Appendix A.

With the process defined, compensation staff began collecting data from the Colorado labor market in the form of third-party surveys. DPA followed the established criteria to select published surveys containing labor market data on salaries, benefits, and performance pay. The third-party surveys included both public and private organizations. The number of third-party surveys was again limited in number, similar to last year, because of the timing of the state's survey process. Some of the typically used surveys are not published until later in the calendar year. Due to the slow economic conditions in the labor markets, the older surveys may not be able to realistically reflect the current economic conditions. Consequently, the Department plans on a survey update in November 2003, with more current third-party surveys and Employment Cost Indices (ECI) being available at that time. The updated survey findings will be reported to the Director in December 2003. The limited number of third-party surveys may have influenced these survey findings and readers should bear this in mind.

Included in this report are findings from a few direct surveys completed by the Department for premium pay and performance pay. Along with the report of survey findings from both third-party surveys and direct surveys, the Director will prepare and submit a letter to the Governor and the Chair of the Joint Budget Committee that details survey recommendations and requests

new dollars to fund the estimated increased cost for three major compensation components (salary adjustment, group insurance contribution, and performance awards). Per HB03-1316, the General Assembly determines the appropriation of funds for these components. In general, the effective dates for the 2004-2005 survey process are July 1 for any salary adjustments and performance awards, and January 1 for any change in employer contribution to group benefit plans unless the General Assembly, acting by bill, establishes different dates. In addition, per SB03-273 and HB03-1316, the Director's recommendations for salary adjustments based on the 2004-2005 survey findings do not include the 2003-2004 survey recommendations that were not implemented.

Survey Sources

The three primary third-party survey sources are the Mountain States Employers Council (MSEC), the Colorado Municipal League (CML), and the Colorado Health and Hospital Association (CHA). Appendix B lists the available third-party and direct survey sources used by DPA for the August 1 report for salary, group insurance practices, and performance pay issues. Overall, DPA used 22 published and direct survey sources for the annual compensation survey. It is expected that there will be more survey sources (21 surveys: 19 salary and two benefits) available to DPA by November 2003.

Survey Data Projection

Because survey publications do not report data based on the same effective date, DPA applied the annual Employment Cost Index (ECI) – Wages and Salary for all Civilian Workers (ECI-W) to project all pay rates to July 1, 2004. DPA used this projection method to ensure that the state does not use "old" data for the market comparison. Due to the August 1 due date of the report, DPA had to use the most recent ECI index published in April 2003 (for the first quarter in 2003) to do the projection. This projection is at least 15 months away from the potential survey implementation in July 1, 2004. DPA will update the survey findings with the ECI, which will be published in November, in order to reflect the economy as accurately as possible. The updates will be provided to the Director in December 2003.

In addition, in the analysis of employers' contributions toward group benefit plans, DPA applied the market trends analyzed from benefit and welfare data reported by Mountain States Employers Council (MSEC) and information gathered from benefit and compensation newsletters and magazines to project premium costs and contribution dollars. A two-year projection (15 percent for 2002 and 14 percent for 2003) was done to project the premium cost to the calendar year 2005. The group health insurance contribution recommendations, if implemented, would be effective beginning January 1, 2005.

SALARY PAY STRUCTURE ADJUSTMENT FINDINGS

DPA was able to collect pay structure data for seven occupational groups: Administrative Support and Related (ASR), Enforcement and Protective Services (EPS), Financial Services (FS), Health Care Services (HCS), Labor, Trades and Crafts (LTC), Physical Sciences and Engineering (PSE), and Professional Services (PS). In order to measure pay structure movements in the market, DPA measured the change in midpoint rates from last year to this year

for each matched job; used the number of market incumbents as the weighting factor; and calculated the overall average movement for each occupational group. This weighting approach best approximates the prevailing market structure movement for each occupational group. The statutory lid values are also updated by the annual CPI-U of 2.8 percent for the 2003 calendar year. In March 2004, the Department will update the lid values based on (1) the final published 2003 CPI-U index, or (2) the percentage increase in state general fund appropriations, whichever is less.

In addition, C.R.S. 24-50-104 (1)(a)(III)(A) requires that DPA maintain compensation for State Troopers employed by the Colorado State Patrol (all uniformed positions, Cadet through the State Patrol Chief) at a compensation level comparable to the three top-paid law enforcement agencies in Colorado. DPA used the average actual wages for four law enforcement levels (police officer, police sergeant, police lieutenant, and police captain) as reported in the *2003 Benchmark Surveys* by the Colorado Municipal League (CML) and identified the top three jurisdictions as the labor market: Fort Collins, Thornton, and Greeley. Among these three cities, Fort Collins reported no pay structure and actual pay adjustments from calendar year 2002 to 2003 for its law enforcement employees. DPA verified this finding directly with the City of Fort Collins. Due to the weighted approach and the fact that among these three cities Fort Collins has the largest number of law enforcement officers, the overall market pay structure moved by 2.8 percent and actual pay adjustment moved by 7.3 percent.

The following table represents the market pay structure movement findings for different occupational groups. As described in the Annual Compensation Survey Process, DPA measured the projected market pay structure adjustments for FY 2003-2004. By doing so, state employees' actual pay rates are not a factor in this measurement. Basically, DPA examined how employers in the market adjusted their midpoint rates from one year to the next and used that average adjustment as survey findings. For example, in the market, the pay structures for professional jobs showed an average 2.3 percent adjustment. This 2.3 percent structural adjustment does not change, up or down, regardless of whether or not state employees in the Professional Services group received an actual pay adjustment because only the change in the pay structure was measured. As this calculation only measures how market pay structures have changed during that one year, there is no need to subtract the movement from the previous year because there is no comparison to actual state salaries in this calculation.

Statutory changes from SB03-273 and HB03-1316 mandate that the survey recommendations for FY 2003-2004 (which were eliminated for the entire year) cannot be made up in the FY 2004-2005 annual compensation survey process. The annual salary adjustments shown in the following table, if approved, would only be used to adjust the pay structure existing from FY 2002-2003. There is no automatic salary increase based on this structure adjustment except for those employees who are below the new range minimums. Consequently, in accordance with SB03-273 and HB03-1316, there is no need for DPA to make up the FY 2003-2004 survey recommendations in the salary adjustment for FY 2004-2005.

Pay Range Movement

Occupational Group	Average Midpoint Movement	Total State Employees
ENFORCEMENT AND PROTECTIVE SERVICES	3.6%	4987
STATE TROOPER	2.8%	685
FINANCIAL SERVICES	2.5%	1413
HEALTH CARE SERVICES (and Medical)	4.8%	3123
LABOR/TRADES/CRAFTS	2.6%	4004
ADMINISTRATIVE SUPPORT AND RELATED	2.2%	3862
PROFESSIONAL SERVICES	2.3%*	6446
PHYSICAL SCIENCES AND ENGINEERING	3.6%	1756
TEACHERS*	2.3%	240
Overall Weighted Average	3.0%	26516

* Due to the lack of reliable survey data for the Teacher and Medical occupational groups, the PS structural movement will be used to adjust the pay structure for the Teacher group and HCS for the Medical group.

To compare the calculated structural movement, DPA reviewed salary budget planning publications by MSEC and Hewitt. Although these publications provided planning estimates only for general employee groups such as hourly, exempt, and executive officers; overall, the planning publications supported DPA's measurements of market structural movement (2.1 percent from MSEC, 2.9 percent from Hewitt Associates, 2.8 percent from Mercer Human Resource Consulting, Inc., and 3.0 percent from DPA).

TOTAL ANNUAL BASE SALARY

One of the three compensation components that require increased dollars for FY 2004-2005 is the base salary adjustment. In order to determine the new dollars needed to bring state employees' actual pay rates to the prevailing market level on July 1, 2004, DPA used pay data collected from 2003 surveys and projected the market actual pay adjustments for FY 2004 – 2005. Generally, increases in pay include merit, general, longevity, across-the-board, and/or cost-of-living adjustments that typical employees received or are projected to receive. As reported in the *2003 MSEC Front Range Compensation*, the overall average percentage increases in pay projected from 348 organizations for 2003 is 3.4 percent, and 3.2 percent for 2004. The *U.S. Salary Increase Survey: 2002 and 2003* by Hewitt Associates showed an overall salary increase budget of 3.8 percent for all employee categories. The *IOMA's 2004 Compensation Questionnaire: Preliminary Results* (International Organization of Management and Administration) showed that the average actual pay increases for 2003 was 3.3 percent, and 3.4 percent expected for 2004. The *Mercer 2003 Planning Survey* reported an average pay increase of 3.4 percent. DPA's finding of 3.7 percent average actual wage increase is consistent with the reporting from the publications. The Director will use the actual wage increase as the basis for requesting new dollars for July 1, 2004.

For State Troopers' pay adjustments, C.R.S. 24-50-104 (1)(a)(III)(A) mandates DPA set Trooper pay based on the defined market actual pay comparison. DPA found that State Troopers, as a group, would be below the market by an average of 10.8 percent after market actual pay was projected to July 1, 2004. SB03-273 and HB03-1316 did not grant an adjustment to any employee, including State Troopers on July 1, 2003. Because of SB03-273 and HB03-1316, like

all other employees, State Troopers did not receive any pay adjustment (an average of 3.5 percent) for FY 2003-2004. Consequently, their pay also lags the market as reflected in the 10.8 percent pay discrepancy measured in this survey cycle. However, as required by SB03-273 and HB03-1316, DPA must subtract the FY 2003-2004 3.5 percent survey recommendation from 10.8 percent, and recommend a 7.3 percent survey adjustment for State Troopers effective July 1, 2004. By doing so, DPA will not make up the 2003 survey recommendations in the salary adjustment for FY 2004-2005 for State Troopers.

Because no funding was available for last year's survey per SB03-273 and HB03-1316, the system maintenance studies originally scheduled for implementation on July 1, 2003, were delayed until July 1, 2004. Those studies included the Police Communications series with an estimated total cost of \$324 and Phase II of the Enforcement and Protective Services study with an estimated total net cost of \$5286. Both costs involve bringing positions up to the new higher minimums in their respective pay grades.

EMPLOYER CONTRIBUTION TO GROUP BENEFIT PLANS

For determining the second compensation component, new dollars needed to provide prevailing contribution amounts to group benefit plans, DPA reviewed and compared the state's practices of group benefit plans and employers' contribution levels with the Colorado market. The group benefit plans reviewed included health, dental, vision (if not included in health plans), life and Accidental Death and Dismemberment (AD&D) insurances. The findings for each type of benefit and the summary of these elements are reported in the following.

HEALTH CARE BENEFITS ANALYSIS

DPA used surveys published by MSEC and CML to compare and analyze health care benefits. The *2003 MSEC Health and Welfare Plan Survey* collected data from the following geographic areas in Colorado: Denver/Boulder, Colorado Springs, Pueblo, Northern Colorado, Western Slope, and the resort areas. Fifty-one percent of the 518 organizations (262) reported that the majority of their employees selected a Preferred Provider Organization (PPO) and 37 percent (191 companies) reported that the majority of their employees selected a Health Maintenance Organization (HMO) plan.

The 88 Colorado public jurisdictions that responded to the *CML 2003 Benchmark Employee Compensation Report* reported that 42 percent chose an HMO, and 44 percent chose a PPO. Of the 25,000 employees who enrolled in a State of Colorado health care plan in calendar year 2003, 49.7 percent chose an HMO and 50.3 percent chose a PPO plan. Based on this data, DPA will compare benefit costs and coverage based on HMOs and PPOs, the plans with the highest enrollment.

Contribution Levels to Health Insurance Plans

Data from the *2002 and 2003 MSEC Health and Welfare surveys* show an average of 14 percent premium increase for HMO and PPO plans. In general, employers continue to maintain their

contribution levels. The 4.7 percent contribution increase that the state will implement on January 2004 does not match the double-digit increase in premium cost. Based on the survey findings reported in the 2003 MSEC survey and the 2003 CML survey, DPA compared the state's 2004 contributions at three different tiers (employee only, employee plus one, and family). As shown in the table below, in terms of contribution dollars and percentages, the state significantly lags the market in all three tiers.

	Calendar Year 2005 Projected Market Contributions To Medical Insurance	Calendar Year 2004 State Contributions To Medical Insurance
Employee Only	\$319.85(85%)	\$155.66 (60%)
Employee Plus One	\$543.85 (71%)	\$232.13 (50%)
Family	\$751.95 (70%)	\$326.07 (49%)

DENTAL INSURANCE BENEFITS ANALYSIS

Ninety-eight percent (548 of 560) of employers reporting in the *MSEC 2002 Colorado Health & Welfare Plans* survey offer dental insurance to their employees. The weighted average market employer contribution rate for employee-only dental coverage (HMO and PPO only) is 62 percent, 50 percent for employee-plus-one, and 50 percent for employee-plus-family. Of the 88 survey participants in the *CML 2003 Benchmark Employee Compensation Survey*, 12 jurisdictions include dental coverage in the health premium, seven reported cost only due to a cafeteria-style plan, and one jurisdiction reported no data for the employee-only tier plan. The average market employer contribution rate reported by CML survey for employee-only plans is 86 percent and 61 percent for family plans. The following shows the dollars and percentages contributed by employers compiled from these two surveys and a comparison of the state's 2004 contributions with the market. The state's contribution amount to the employee-only plan is comparable to the market, but lower for the employee-plus-one and the family plans.

	2004 Projected Market Contributions Toward Dental Insurance	2004 State Contributions Toward Dental Insurance
Employee Only	\$20.47 (66%)	\$16.26 (100%)
Employee Plus One	\$27.94 (50%)	\$16.26 (44%)
Family	\$44.43 (50%)	\$16.26 (28%)

VISION INSURANCE BENEFITS ANALYSIS

The employer's contribution for vision care was also included in the CML publication. The majority of Colorado jurisdictions included this benefit item in their health plan; consequently, separate premium contribution amounts were not available. As a result, DPA decided not to include the cost of the vision care in the survey process. Currently, state employees receive vision care benefits through their health insurance coverage.

LIFE INSURANCE ANALYSIS

As reported by Mountain States Employers Council in the *2002 Colorado Health and Welfare Plans Survey* and the *2003 Colorado Municipal League* survey, the following describes the typical employer practices.

Of 560 employers, 98 percent (549) provide life insurance for their employees. The state is consistent with this practice as all employees are provided basic life insurance. Of those providing life insurance, the most common practice is to provide a 100 percent employer-paid plan. The analysis shows, of 535 employers, 93 percent (498) use this practice. In general, employers pay 95 percent of the premium cost for their employees' life insurance plans (including those that do not contribute to life insurance plans). The state is competitive with the labor market in providing a 100 percent state-paid basic life insurance.

The most common method for determining the amount of life insurance is a multiplier of the annual salary. Of 535 employers, 62 percent (332) use this method. The most common multiplier is one times the annual salary (139); the weighted average is 1.5 times the annual salary. The state is not consistent with this market practice. The state provides a specified value, a practice that is consistent with 31 percent (166) of the 535 employers reporting. Of those employers providing life insurance as a specified amount, the average value is \$25,000. The state's specified value is \$12,000.

Overall, employers' life insurance premium costs are approximately \$.236 for \$1,000 of life insurance per \$1,000 payroll. The state pays \$.146 per \$1,000 payroll; a lower premium cost with significantly lower coverage.

ACCIDENTAL DEATH AND DISMEMBERMENT (AD&D) ANALYSIS

As reported by Mountain States Employers Council in the *2002 Colorado Health and Welfare Plans Survey* and the *Colorado Municipal League* survey, the following describes the typical employer practices.

Of 560 employers, 90 percent (504) provide AD&D coverage for their employees. The state is consistent with this practice as all employees are provided AD&D coverage. Of those providing AD&D coverage, the most common practice is to provide a 100 percent employer-paid plan. The analysis shows of 560 employers, 77 percent (431) use this practice. The average employer contribution to AD&D plans (including those that provide no benefit contribution) is 79.68 percent of the cost being paid by the employer. The state is comparable with the most common practice of providing 100 percent employer-paid AD&D coverage.

Of the 486 employers reporting, 86 percent (418) provide the same value of AD&D as the value of the life insurance. This is the same with the state's AD&D policy. Overall, employers' AD&D premium cost is approximately \$.05 per \$1,000 payroll. The state pays \$.02 per \$1,000 payroll; a lower premium cost with lower coverage.

PERFORMANCE AWARDS

For the third compensation component, pay adjustment based on demonstrated performance, DPA reviewed literature, third-party surveys, and web sites for data and practices under various types of pay-for-performance programs. In addition, DPA conducted direct surveys and emailed state governments and public jurisdictions within Colorado for specific information regarding how employers separate human resource budgets between base and variable salary adjustments. In general, response rates to such direct surveys were low (less than 10 percent). From the DPA's direct survey done in 2002, 67 percent of 64 respondents indicated that they set the salary budget as a whole without separating base and variable pay components. Those who had separate base salary and performance pay budgeting processes did not indicate the specific percentage for such splits.

Although published third-party surveys by CML and Hewitt Associates provided the amount of increases for overall salary budget, merit budget, and general salary increase budget, there was no clear explanation of separate funding splits. Consequently, DPA conducted an email survey of state governments and public jurisdictions to collect specific market information regarding salary budgeting. Eighteen states and 28 public jurisdictions responded to DPA's email request. Overall, employers plan to appropriate 60 percent of human resource dollars to base pay adjustments and 40 percent to performance awards. Among the 18 states that provided information, 13 states allocate all dollars to base adjustment; three states split between base pay and performance awards; and two states allocate all to performance pay. The opposite pattern was found for the cities and counties in Colorado, with more jurisdictions allocating more salary dollars to performance pay than base pay adjustments.

For pay practices of different performance-based pay systems, the direct survey showed that 40 of the 43 firms allowed all levels of eligible employees to participate in their performance-based pay systems. Eighteen of the 40 firms made the awards on employee anniversary dates, while 20 had a common, pre-determined date for evaluations and awards. In terms of the average performance-based pay percentages, DPA's direct survey showed a range of 1.60 percent to 6.19 percent for the lowest to highest performance level. Third-party surveys from Watson/Wyatt, the Business and Legal Reports (BLR), and the International Organization of Management and Administration (IOMA) also reported varying averages of performance-based pay for different levels of positions, e.g., management, exempt, non-exempt, and hourly employees; with higher percentage awards for higher positions. Detailed findings of the DPA's performance-based pay survey are included in Appendix C.

DPA Survey Findings

Performance level	# Respondents	Average %
Lowest	34	1.60
Next higher	31	3.92 – 5.15
The highest level	35	6.19

SHIFT PREMIUM SURVEY

For premium pay practices in the area of shift differentials, DPA completed a direct survey in 2003. The purpose of the survey was to identify market practices, particularly the premium pay practices for different occupational groups such as non-exempt and exempt, trades, health care, and supervisory professions. Historically, published third-party market information for shift differential premium pay practices is limited. In the Annual Total Compensation Report FY 2003-2004, the Division of Human Resources (DHR) recommended continuing current premium policies until updated market information was obtained. With the completion of the survey, it is recommended that the Director change shift differentials to a flat dollar amount and publish these amounts in the FY 2004-2005 compensation plan. Included in Appendix D is the report of findings from this study.

Recommended Fixed Dollar Shift Rates

	Weekdays		Weekends		
	Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Occupations					
Non-Health Care Professions	\$1.00	\$1.30	\$1.20	\$1.30*	\$1.40
Health Care Professions	\$1.50	\$3.00	\$1.70	\$2.80	\$4.25

* It is recommended that weekend second shift rate be at least equal to weekday second shift rate. More companies reported weekday than weekend premium rates.

PROPOSED COMPENSATION PLAN

Appendix E contains the proposed compensation plan if the pay structure adjustments by occupational group are implemented for FY 2004-2005. The plan will be published final after the legislature completes its funding actions.

A. 2004–2005 ANNUAL COMPENSATION SURVEY PROCESS

Survey Process for Fiscal Year 2004 - 2005
Annual Compensation Survey
Published June 2003



General Compensation Policy Statement

It is the policy of the State of Colorado to provide prevailing total compensation to employees in the state personnel system to ensure the recruitment, motivation, and retention of a qualified and competent workforce. Total compensation includes, but is not limited to, salary, group benefit plans, retirement benefits, performance awards, incentives, premium pay practices, and leave.

By law, most matters related to maintaining prevailing compensation for the state personnel system, including the annual compensation survey, recommendations to the General Assembly, and rulemaking for certain compensation practices are under the authority of the State Personnel Director (Director). The Director has delegated certain authorities to the Division of Human Resources (Division) in the Department of Personnel and Administration (Department). Such authority includes establishing technically and professionally sound survey methodologies, conducting surveys, analyzing data, and reporting survey findings. This document describes the methodologies and process used to conduct the annual compensation survey.

Purpose of the Annual Compensation Survey

In order to maximize the investment made in state employees, the annual compensation survey is conducted as part of an effort to maintain an integrated and prevailing compensation package. The annual compensation survey focuses primarily on the three major components of total compensation that may require increased dollars each year. These components are base salaries, the employer contribution to group benefit plans, and performance awards. Other items (such as disability insurance, retirement, paid leave, and premium pay) are also periodically surveyed to monitor any changes in market trends. The result of the annual compensation survey is a published report that will reflect all adjustments necessary to maintain prevailing salary structures, employer contribution to group benefit plans, and performance awards for the upcoming fiscal year.

Annual Compensation Survey Process

The survey process begins with the collection of data from the identified labor market. The primary survey market is Colorado. As needed, regional and national data may be considered as additional information for decision-making purposes. The labor market must include a fair sample of public and private employers throughout the State of Colorado (this includes areas outside the Denver metropolitan area). This data is obtained through a collection of surveys, which may be published by public or private organizations or direct surveys conducted by the Division. The Division will review the results of the surveys in order to report market findings. The Director will then make recommendations on any required increases and estimated costs regarding the three major components of total compensation. The review of any survey, the survey report, and recommendations regarding total compensation practices are not subject to appeal.

The following criteria are used to select published surveys for collection of market data:

- (1) The survey provides adequate descriptions of work to match to state classes;
- (2) The survey provides data necessary for survey analyses;

- (3) The survey adequately explains its methodologies in sample selection and data analyses;
- (4) The survey reports the effective date for pay rates or benefit contribution levels;
- (5) The survey includes appropriate labor markets for the State of Colorado;
- (6) The survey is available for the Division to examine, verify, or purchase;
- (7) The survey provides substantial value in increasing the number of job matches for the state or labor markets appropriate for the state; or
- (8) The survey is a published survey conducted by a third party for whom regular publication of professional compensation surveys for use by others is one of the major enterprises of the organization.

The Division also designs and conducts direct surveys when necessary. Such surveys are conducted to supplement data being reported in a published survey. For example, data appears to be insufficient or incomplete so additional information is needed. Direct surveys are also conducted to collect data not available in a published survey or when a published survey does not meet the criteria listed above.

The results of the annual compensation survey are contained in a report that will be published August 1. The Director will also request funding for the estimated increased cost for, and recommend distribution among, the three major compensation components. The General Assembly appropriates funds for salaries, employer contribution to group benefit plans, and performance awards. The effective dates are July 1 for any salary adjustments and performance awards and January 1 for any change in employer contribution to group benefit plans unless the General Assembly, acting by bill, establishes different dates for these changes.

Survey Process Audit

To ensure technically and professionally sound survey methodologies and practices, the annual compensation survey is subject to a performance audit. The Office of the State Auditor is responsible for contracting with a private firm to conduct an audit of the annual compensation survey process and application of data and for any direct surveys. These performance audits are conducted on a biennial cycle, with the next audit scheduled to begin around January 1, 2005. An audit report will be submitted to the Governor and the General Assembly by June 30 of the year of each audit. Published surveys by public and private organizations or any direct surveys conducted by the Division are confidential and shall not be revealed except to the Office of the State Auditor and the private firm conducting the audit.

Meet and Confer

Before the annual compensation survey process begins, the proposed survey process is published for comment. In order to maintain stakeholders' understanding and confidence in the selection of surveys, the Division will meet and confer with management, employee representatives, employees, and the Total Compensation Advisory Council. The Department communicates to the workforce through open meetings, the *Stateline* newsletter, the Department's website, and other forms of correspondence. After reviewing and considering stakeholder input on the survey process and the surveys to be used, the Director will make the final decision regarding the process to conduct the annual compensation survey.

Rate Projection

Not all survey publications or their contributing organizations utilize the same effective date for their pay rates. In order for all survey data to have a common effective date (i.e., July 1), the Division projects salary survey data by applying the most recent annual Employment Cost Index – Wages and Salary for all Civilian Workers (ECI). The ECI is published quarterly by the U.S. Department of Labor, Bureau of Labor Statistics (BLS) and reflects the change in employment costs for civilian workers. This projection is an estimate of future market pay based on economic trends. For the annual compensation survey, the ECI will be used to project all survey data to July 1 (state's effective date). This projection method will ensure that the state does not use "old" data for the market comparison.

As the Director is required to report the survey findings and make the recommendations to the Governor and the General Assembly by August 1, the ECI used in the projection is the previous March index issued in April. This economic index is at least 15 months away from the salary survey implementation date (July) of the following year. In order to reflect the economy as accurately as possible, the Division will update the survey findings with the more recent ECI published in November and submit the update to the Director.

Occupational Group Survey Recommendations

The state personnel system categorizes similar jobs into nine occupational groups. All state jobs fall into one of the nine occupational groups. An overall average pay structure change or movement obtained from third-party surveys or direct surveys for each occupational group is measured. The pay structure midpoint rates, which are the central points in pay ranges, are the measurement points for such analyses. Within a given market job, the change in the midpoint of the pay range for the job from year to year is measured. The overall average change for the midpoints of the pay ranges of all jobs represents the salary survey recommendation for each occupational group. The salary survey recommendations are used to adjust the pay ranges for all classes within an occupational group and the base salaries of all individual employees within a pay range as set by Director's Administrative Procedures. Because adequate published data does not exist for the Teacher group and the Medical group, the Division will apply the occupational survey recommendation for the Health Care Services (HCS) group to the Medical group, and the Professional Services (PS) group for the Teacher group. The annual compensation survey report will publish individual occupational group survey recommendations.

Trooper Subgroup of Enforcement & Protective Services (EPS)

The same methodologies used for purposes of maintaining prevailing compensation for the workforce apply to state troopers employed by the Colorado State Patrol, except that the survey recommendation shall be at least 99% of the actual average salary provided to the top three law enforcement agencies within the state. These three identified jurisdictions must have more than 100 commissioned officers and the highest actual average salary. To be consistent with the survey methodology applied to all occupational groups, the pay structure adjustment for the trooper subgroup will be made based on the midpoint rates analysis. The survey adjustment to base salaries of all individual employees within the trooper subgroup will be made based on the actual average wage comparison and in accordance with Director's Administrative Procedures.

Individual State Job Comparison

In addition to the measurement of pay structure adjustment on an occupational group basis, the Division will continue to compare the pay structure for individual state classes with the labor market. The comparison will be done on the basis of pay range midpoint rate comparison (similar to how it is done for occupational groups as a whole). The Division will evaluate the following to determine potential future actions for aligning state classes externally with the market.

- (1) The magnitude of the difference. Discretion is used in considering all of the factors, but generally, under this factor, a review does not begin until the magnitude is $\pm 10\%$.
- (2) Stability of the rate difference from one year to the next. Does the difference fluctuate or is it steadily above or below the market?
- (3) Duration of the difference. Has the difference appeared suddenly or been sustained for a number of years?
- (4) Nature of the labor market sample for the survey class, e.g., type of labor market, number and size of firms reported, and comparability with state jobs.
- (5) Historical and market pay relationships that exist between the class and other related classes.
- (6) Documented recruitment and retention difficulties for the survey class.
- (7) Significant market trend differences in pay practices.

Through system maintenance studies, internal alignment (relationship among state classes) is examined and verified with external alignment (market practices). The system maintenance studies that have fiscal impact are included as part of the annual compensation survey report.

Pay Range

A pay range is a range of pay rates between two control points: minimum and maximum. Range width is the percentage difference between these two control points. The Division will review average market minimum and maximum range rates within occupational groups and assess comparability to the state's ranges. In addition, the Division will review market practices around pay ranges such as width for different occupations or levels of jobs, progression within a range, and distribution of employees along a range for an occupation. Review of market practices in these areas provides useful information for establishing ranges comparable with the market, as well as policies and procedures for progression within pay ranges.

Performance Awards

The Division will review market practices around performance-based pay (PBP) and bonus systems to evaluate current policies for the state's PBP system, including but not limited to eligibility for performance awards, evaluation distribution, and budgeted amount of performance awards. The findings will be incorporated into the annual compensation survey report.

Employer Contribution Toward Group Benefit Plans

In the annual compensation survey, the Division will review market group plans and employers' and employees' contributions to group benefit plans including medical, dental, life and accidental death and dismemberment. The Division will conduct a comparison of general benefit

plan components before premium contributions are assessed. Once plan coverage components are compared, the Division will evaluate the cost of a group plan as well as how employers and employees are sharing the cost. Based on the analyses, the Division will include findings in the annual compensation survey report. The Director will determine the funding required as part of the overall annual compensation recommendation.

Pay plans

Based on the annual compensation survey, various pay plans and directives are established, and procedures adopted, as required to implement the state's prevailing total compensation philosophy. A pay plan (or compensation plan) is a listing of salary schedules for all occupational groups and job classes, and other applicable premium pays. The pay plan is published prior to the implementation of salary survey adjustments.

B. 2004 – 2005 ANNUAL COMPENSATION SURVEY SOURCE

Organization	Survey Publication	Compensation Components
MSEC	2001 Colorado Miscellaneous Benefits	Benefits
MSEC	2002 Colorado Health and Welfare Plans	Benefits
Workplace Economics, Inc.	2003 State Employee Benefits Survey	Benefits
MSEC	2003 Front Range Briefing	Planning
MSEC	2003 Planning Packet	Planning
MERCER	2003/2004 US Compensation Planning Survey	Planning
CHA	2003 Colorado Hospital Association Summer Management Wage Survey	Salary
CHA	2003 Colorado Hospital Association Summer Regular Wage Survey	Salary
CML	2003 CML Management Compensation Report	Salary
MSEC	2003 Colorado Ski Areas compensation	Salary
MSEC	2003 Colorado Springs Compensation Survey	Salary
MSEC	2003 Health Care Compensation, Winter	Salary
MSEC	2003 Information Technology Compensation	Salary
MSEC	2003 Metro Denver Wage and Management Compensation Survey	Salary
MSEC	2003 Northern Colorado Compensation Survey	Salary
MSEC	2003 Parks and Recreation Compensation	Salary
MSEC	2003 Public Employers Compensation	Salary
MSEC	2003 Pueblo Compensation Survey	Salary
CML	2003 CML Benchmark Employee Compensation Report	Salary/Benefits
DPA Direct Survey	2002 – 2003 Premium Pay Survey	Benefit
	2003 Performance Pay Survey	Planning
	2003 Salary/Performance Budgeting Process Email Survey	Planning

C. 2004-2005 DPA SURVEY FINDINGS ON PERFORMANCE AWARDS

Survey on Performance Based Pay

Methodologies

Research

The Division of Human Resources (Division) reviewed current and potential third-party surveys for data and practices under various types of pay-for-performance programs. Websites were searched for any available surveys and publications offering relevant information on pay practices, budgeting, and award data. Published books on compensation topics were also reviewed for information that might offer insights into best practices. The categories listed below summarize the information and data utilized in preparing the findings of this report. Due to the wide variety of types of incentive and award programs offered in these various sources, the findings must be used in context with the type of plan or program reported in these publications. Where appropriate, the findings are reported as approximate when the comparability between two different sources differs to a measurable degree.

Additionally, the amount of information on pay-for-performance programs in the public sector is very limited and most of the sources used for this report reflect primarily private sector data and information. The amount of data covering the state's primary labor market, the State of Colorado, is even more limited; hence, greater reliance on national data is necessary.

Published Surveys

The published surveys used for these findings on pay-for-performance are those listed at the end of this section. With the exception of the Mountain States Employers' Council, the remainder of these published surveys is national firms typically used for other parts of compensation surveys.

DPA Direct Surveys

Due to the known lack of third-party survey information and data, the Division utilized the results of one previous direct survey conducted in late fall of 2002. That direct survey of employers in Colorado, both public and private, focused on annual compensation adjustment practices and amounts. Additionally in May 2003, the Division conducted a special direct survey of approximately 1000 Colorado employers, both private and public sectors; and another of the other states during June 2003. Per statute, the Division sought the Total Compensation Advisory Council's advice before the surveys were conducted and conducted a meet and confer session concurrent with the pay and benefits session.

Forty-three valid responses were received from the Colorado employer survey. While the total response rate was very small, the responses received included small, medium, and large entities from 27 private companies and 16 public organizations. The private companies represented 10 of the 13 industry sectors and these are considered to be representative. Employers across the state responded so the sample was not limited to the Denver-Boulder-Greeley Metropolitan area. Eighteen states and 28 public jurisdictions responded to DPA's June email request.

Survey Findings

Common practices

Organizations having variable incentive-type performance programs reported in Mercer's *2002/03 Compensation Planning Survey* that between 37–59% of all organizations have short-term incentive programs compared to between 9–15% of government organizations having them. These percentages vary depending upon the level and type of employees the organizations include in their plans. The survey also reported that a small percentage (16-17%) of organizations are now considering a similar type of incentive program.

Employees eligible to participate in these variable incentive-type programs also differ by type of organization. From the Division's May 2003 direct survey, 40 of the 43 firms reported that all levels of employees are eligible to participate. Of the 32 respondents to the question on minimum eligibility time, 18 require their employees be rated a minimum of three to six months before being eligible for an award. The remaining 14 entities required a minimum of one year.

The frequency of awards was the most consistent practice found from the Division's May 2003 direct survey where 40 of the 43 firms reported that awards are made annually. Of the 40 firms, 18 made the awards on employee anniversary dates and 20 others had a common, pre-determined date for evaluations and awards. Thirty-nine of 43 organizations reported the most common payment method was included as part of the normal payroll process.

I. Planning & Budgeting

From the June 2003 direct survey, overall, employers plan 60% of human resource dollars to base pay adjustment and 40% to performance awards. Among the 18 states that provided the information, 13 states allocate all dollars to base adjustment; three states split between base pay and performance awards; and two states adopt performance pay completely. For planning and budgeting purposes, two separate types of surveys show very similar findings that Colorado employers use a percentage of total personnel costs. Budget percentages reported are summarized in the table below.

Survey	# firms	2001%	2002%	2003%*
DPA Direct Surveys FY02 & May 2003	34	4.7	4.3	4.2
MSEC	272	4.4	3.7	4.0

* percentage is planned

II. Award amounts

Most of the data available for amounts of awards are general averages with little breakdown by level of performance. However, the Division's May 2003 direct survey specifically asked respondents to share their data by performance level and those results are shown here.

Performance level	# respondents	Avg %	Notes
Lowest	34	1.6	8 of 34 report no award at this level
Next higher	16	3.92	
Next higher	15	5.15	
The highest level	35	6.19	Amounts varied from 3% to 12.5 %

Seventy-seven percent (30 of 39) reported these percentages were similar to previous years. Eighty-six percent (31 of 36) reported that they believe these amounts were effective. Thirty of 34 (80%) respondents reported that marginal or unsatisfactory employees receive no award.

Most reports show differing averages based on the level of the employee, i.e., management, exempt professional and technical, and non-exempt clerical and technical, and hourly employees. The *Mercer 2002-2003 Compensation Planning Survey* reported the following information by type of employee eligible for a short-term incentive award percentage of base pay.

	Technical & professional	Non-exempt clerical/tech.	Hourly	Weighted Average
Actual 2001 payouts	8%	5%	4%	6.17%
Expected 2002 payouts	8%	5%	4%	6.19%

The Watson/Wyatt ECS *1999-2000 Survey on Variable Pay Plans* reported the following general averages.

	Average % from non-exempt up through managers	# firms
Avg. awards paid	4.3% to 15.6%	57
Lump sum awards paid *	2.9% to 4.4%	52

*special lump sum bonus to "top-of-the-range" performers only.

The *International Organization of Management & Administration (IOMA) 2004 Compensation Questionnaire* preliminary results show the following.

Performance level	Amount of Bonus or Other Incentive Planned to be Offered by Employers
Low	4.3%
High	29.9%
Average	9.6%

The Business & Legal Reports (BLR) *2003 Exempt and Non-exempt Compensation Surveys* reported the following maximum incentive pay percentages.

Category of Employee	Average # of firms	Maximum award % *
Non-Exempt	81	8.70
Exempt	130	15.19

*Percentages were weighted by the number of employers reporting for each type of employee

III. Effectiveness of awards

The Division's May 2003 direct survey also sought respondent's opinions on which levels of awards are the more effective in terms of a percentage of pay. This table reflects these opinions when asked the following question, "What percentage of variable award do you consider the minimum amount needed to "reward" employees evaluated at these levels?"

Performance level	0.5 – 1.9%	2.0 – 3.4%	3.5 – 4.9%	5.0-6.4%	>6.5%
Standard	1	16	12	7	1
The next higher rating	0	5	17	8	4
The highest rating	0	1	5	15	12

These data clearly show that the highest rating should receive more than 5%, by a large majority of respondents.

Survey Sources

Business & Legal Reports (BLR)

- 2003 Survey of Exempt Compensation
- 2003 Survey of Non-exempt Compensation

Institute of Management and Administration (IOMA)

- 2003 Performance Pay Survey
- 2004 Preliminary Compensation Questionnaire

Mercer 2002-03 Compensation Planning Survey

Mountain States Employers Council (MSEC)

- 2001, 2002, and 2003 Colorado Front Range Survey including:
 - Colorado Springs Compensation Survey
 - Greater Metro Denver Wage and Management Compensation Survey
 - Pueblo Compensation Survey
 - Northern Colorado Compensation Survey

Watson Wyatt 1999-2000 ECS Survey Report on Variable Pay Plans

Direct Surveys Conducted by DPA

- December, 2002 Compensation Adjustment Survey
- May, 2003 Pay for Performance Survey
- June, 2003 Pay for Performance Budgeting – Email Survey

D. DPA DIRECT SURVEY FINDINGS - SHIFT PREMIUM PAY

2002 – 2003 Shift Differential Direct Survey Report

The published surveys for shift differential premium pay reviewed by DPA during the annual compensation survey process include those provided by the Mountain States Employers Council (MSEC), specifically, the *Miscellaneous Survey* and the *Health Care Compensation Survey*. The *Miscellaneous Survey* is published every other year because most items (e.g., shift differential and other premium pay practices) included in the survey are historically stable practices. The *Health Care Compensation Survey* is a compensation survey for the health care occupations published annually. Although the *Health Care Compensation Survey* reports general practices for health care, neither survey provides occupation-specific premium pay practices.

In order to supplement data on market practices received from MSEC, particularly for specific occupational groups, the direct survey was designed to seek information on an occupational basis. For this direct survey, private companies and local governments in Colorado and other state governments that have comparable occupational groups, i.e., law enforcement, financial services, health care, trades, professional, office support, physical sciences and engineering occupations, were selected. From the identified list of potential participants, 1520 were randomly selected to participate. The survey questionnaire was faxed to 1,434 private companies and emailed to 44 public jurisdictions in Colorado and 42 state governments. Overall, 162 companies, state and local governments responded to the survey, a relatively low response rate of 10.7%. The combination of the labor market as surveyed by MSEC broadened the sample size for this premium survey.

Survey Findings

Table 1 - Shift Work and Premium Pay Provision

Premium pay for shift work	# of firms with shift work and premium pay	# of firms with shift work and without premium pay
Direct Survey	77*	6*
MSEC – Miscellaneous	220	94
Total number of firms	297	100
% of firms	75%	25%

* 83 of 162 responding companies reported requiring some shift work.

Companies that provide premium pay for shift work use either a set dollar amount or a set percentage rate to pay their employees. **A flat-dollar premium is more of a typical practice than a fixed-percentage premium for shift differential pay.**

Table 2 - Shift Differential Premium Pay Policies

Premium Pay Method	Weekday		Weekend	
	Set \$	Set %	Set \$	Set %
Direct Survey	59	18	59**	18**
MSEC – Miscellaneous*	138	72	53	19
Total number of firms	197	90	112	37
% of firms	69%	31%	75%	25%

* The table does not include the firms that expand their pay scale for shift premium pay.

** In the direct survey, companies were not asked to give specific pay method for weekend shift premium. Same count for weekday shift premium was then applied.

Weekend day shift premium is also a typical practice for both non-health care professions and health care professions among the companies that provide shift premium. Currently, Colorado only provides weekend day shift premium to health care professions. Shift differential premium rates generally are higher for the health care professions. The following two tables summarize typical fixed dollar rates found from both the direct survey and the surveys by MSEC for the Colorado market.

Table 3 – Flat Dollars* for Non-Health Care Professions

	# org	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Direct Survey Average	73**	\$1.17	\$1.43	NA***	\$1.18	\$1.45
MSEC Average	122	\$0.90	\$1.24	\$1.20	\$1.21	\$1.34
Weighted Average from Both Surveys	195	\$1.00	\$1.31	\$1.20	\$1.20	\$1.38

* Excluding companies that do not provide premium for shift work. Data as reported are not specific enough to include them for averaging the premium rates.

** Some companies may be counted more than once if they reported dollar rates for more than one category of professions.

*** No day shift premium was collected through the direct survey.

As shown in Table 3, the direct survey and MSEC *Miscellaneous Survey* show comparable flat premium rates for non-health care professions. This is not the case for health care professions. As shown in Table 4, the average rates from the direct survey are significantly lower than those from the MSEC *Health Care Compensation Survey*. Detailed analysis of the direct survey showed that premium rates from hospitals for all shifts are consistently higher than from the nursing care institutions. Premium rates without nursing homes from the direct survey are closer to the MSEC *Health Care Compensation Survey*.

Table 4 – Flat Dollars* for Health Care Professions

	# org	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Direct Survey Average	20**	\$1.24	\$1.81	NA***	\$1.66	\$2.22
From Hospitals	10	\$1.76	\$2.41	NA***	\$2.05	\$2.68
From Nursing Homes	10	\$0.83	\$1.32	NA***	\$1.35	\$1.84
MSEC Average	22	\$1.54	\$3.03	\$1.73	\$2.80	\$4.26
Weighted Average from Both Surveys	42	\$1.40	\$2.45	\$1.73	\$2.19	\$3.16
Weighted Average from Direct Survey (Hospitals only) and MSEC	32	\$1.61	\$2.84	\$1.73	\$2.57	\$3.77

* Excluding companies that do not provide premium for shift work. Data as reported are not specific enough to include them for averaging the premium rates.

** Some companies may be counted more than once if they reported dollar rates for more than one category of professions.

*** No day shift premium was collected through the direct survey.

For the fixed percentage premium, the only survey source that has sufficient information for different shifts is the MSEC *Miscellaneous Survey*. In the direct survey, 18 companies indicated providing fixed percentage premium rates but only eight of them provided the rates (Table 5).

Table 5 – Direct Survey Fixed Percentage Premium Rate Data

	Weekdays		Weekends	
	Second Shift	Third Shift	Second Shift	Third Shift
State Government	3.75%	3.75%	3.75%	7.50%
State Government	5.00%	5.00%	5.00%	5.00%
State Government	5.50%	5.50%	5.50%	5.50%
State Government	7.00%	12.00%	7.00%	12.00%
State Government	10.00%	15.00%	15.00%	15.00%
Local Health Care	7.00%	7.00%	15.00%	15.00%
Local Health Care	10.00%	10.00%	10.00%	10.00%
Local Health Care	25.00%	25.00%	25.00%	25.00%

As few companies provide fixed percentage premiums, the variation among the rates range from 3.75% to 25%. Because DHR uses local market data to identify the typical practice, the measurement of a central tendency (as an indication of a typical practice) is rather inadequate due to the few data records (i.e., three companies). The following two tables summarize typical fixed percentage rates found from both the direct survey and the surveys by MSEC for the Colorado market.

Table 6 — Fixed Percentage for Non-Health Care Professions
Average Premium Fixed Percentage*

Non-Health Care Professions	# org	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Direct Survey	3**	Insufficient Data		NA***		Insufficient Data
MSEC Average	72	9.00%	11.00%	10%	10.00%	11.00%
System's Current Practice		7.50%	10.00%	none	7.50%	10.00%

* Excluding companies providing no shift premium

** The three companies are counted multiple times because they provided the same rates for different categories of professions.

*** No day shift premium was collected through the direct survey.

Fixed percentage premium information for health care is insufficient. The three health care institutes from Colorado that provided rate information showed premium rates ranging from 7% to 25%.

Table 7 — Fixed Percentage for Health Care Professions
Average Premium Fixed Percentage*

Health Care Professions	# org	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Direct Survey	3	Insufficient Data		NA**		Insufficient Data
MSEC Average	23	NA (Colorado) 8.0% (Wyoming)	19.6% (Colorado) 13.3% (Wyoming)	NA	NA	NA
System's Current Practice***		7.50%	14.00%	7.50%	14.00%	20.00%

* Excluding companies providing no shift premium

** No day shift premium was collected through the direct survey.

*** In the past, to maintain fixed percentage premium rates, DHR has converted the reported flat dollar rates from MSEC to percentage measurements. Too many assumptions need to be made in doing such a conversion so it was not done for this table.

Historical Survey Recommendations

As a result of the 2001 Total Compensation Survey process, DHR recommended the utilization of flat dollar rates to reflect comparable practices with the labor market for the State Personnel Director's (Director) consideration. Based on the feedback received from the major users of shifts, such as the Departments of Human Services and Corrections, the Director decided to continue the fixed percentage shift rates. In addition to higher third-shift rates, new weekend and holiday day shift rates were added to the state's policies. The 2002 Total Compensation Survey recommended maintaining this new practice with the condition that DHR evaluate market practices found in the direct survey.

Based on this study, market data shows: (1) flat dollar rates are a more typical practice for shift differential premium pay; (2) companies provide additional premium pay for the day shift on weekends; and, (3) shift differential premium rates, particularly provided in terms of flat dollars, are higher for health care professions than for other professions.

Shift Differential Premium Pay Practice Considerations

The state has an historical policy of providing premium pay to employees working different shifts. During FY01-02, approximately 9,000 employees worked different shifts and received shift differential premium pay. The total cost of shift premium pay for FY01-02 was about \$10,307,246. As second and third shifts are considered by many to be less attractive than the regular work shift, the policy has been to compensate for the inconvenience imposed on employees who are assigned to work these potentially less attractive shifts. Within the state system, fixed percentage rates have been the premium pay practice. One distinct advantage to employees of applying a fixed percentage rate is that the shift differential premium earnings automatically increase as one's base salary increases. However, a fixed percentage premium rate provided to compensate for any inconvenience creates actual higher earnings for higher-paid employees than for lower-paid employees. This leads to a question of equity in terms of whether a higher-paid employee's inconvenience is more valuable than a lower-paid employee's.

Through the official compensation plan that is published on an annual basis, the Director sets the actual rates and shifts for the premium. As DHR continued monitoring market practices in shift differentials, it recognized the prevalent practice of using fixed dollar rates, a practice different from the state's. In addition, DHR recognized the inconsistency of premium practices within the state system. For example, the premium rates for on-call and hazardous pay are set on a fixed dollar basis. The rates for these two were set on the same premise as other types of premiums in that employees should be compensated for the added inconvenience. The current policy of using fixed percentages for shift premium is not consistent with these other practices.

Options for Shift Differential Premium Practice

In consideration of the current fixed percentage premium pay practice that has existed within the personnel system for more than 15 years and the typical market practice of providing flat dollars, two options for shift premium pay can be considered: fixed dollar rate and fixed percentage rate. The following summarizes the options, recommended rates for the options, costing, and issues for these two options.

Fixed Dollar Rates

Both the direct survey and the MSEC survey showed consistent premium rates for non-health care professions. However, the two surveys reported significantly different dollar amounts for the health care professions. MSEC's premium information was collected mainly from the health care providers (i.e., hospitals) in Colorado, while the health care organizations responded to the Department's direct survey included both hospitals and nursing homes. Premium rates were much lower from nursing homes. In light of the labor market demand for the health care professions and the criticality of recruiting and retaining a qualified workforce to provide health

care services to Colorado citizens, DHR recommends the fixed dollar premium rates for the health care professions be set mainly based on the findings from the MSEC survey.

Table 8 — Recommended Fixed Dollar Shift Rates

	Occupations	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Market Practices	Non-Health Care Professions	\$1.00	\$1.31	\$1.20	\$1.20	\$1.38
	Health Care Professions	\$1.54	\$3.03	\$1.73	\$2.80	\$4.26
Updated Recommendations	Non-Health Care Professions	\$1.00	\$1.30	\$1.20	\$1.30*	\$1.40
	Health Care Professions	\$1.50	\$3.00	\$1.70	\$2.80	\$4.25

* It is recommended that weekend second shift rate be at least equal to weekday second shift rate. More companies reported weekday than weekend premium rates.

Costing – More than half of employees (5,291 of 8,949 employees) who are currently receiving some shift pay would receive lower premium payments using the recommended flat dollar rates, ranging from \$1.00 to \$2,786 per year (average \$273). On the other hand, 3,187 employees would gain shift premium payments ranging from \$1.00 to \$4,089 per year (average \$413). The reduction in shift premium payments may be offset by the additional weekend day shift premium because currently only health care workers are eligible for a premium during this shift. Cost estimates for future shift work are not feasible because state agencies may assign shift work differently.

Issues – One direct impact is the reduction of shift differential premium earnings by most of the employees currently receiving such payments. In light of potential delay of salary survey, rising employee contributions to health benefits, and likely elimination of funding for performance pay, a reduction in premium pay earnings could present further economic erosion to this group of state employees. Some lower-paid employees may double their shift differential premium earnings (e.g., from 60 cents to \$1.00 per hour); however, some higher-paid employees could experience reductions in this premium compensation by as much as one third of their current earnings (e.g., from \$6.00 or \$7.00 per hour to \$4.25 per hour). When DHR first presented this recommendation to the Director in 2001, there was opposition from larger agencies such as the Departments of Human Services and Corrections who expressed concern over potential, albeit undocumented, recruiting and retention problems should the fixed shift premium dollar rates be adopted. The Director decided, based on the input, to continue the state's fixed percentage practice. However, the state's budget situation has also changed dramatically since that time.

Fixed Percentage Rates

A fixed percentage rate is not a prevalent practice as shown from both the direct survey and the survey provided by MSEC. In addition, premium rates compiled included only those companies that reported premium rates for shift work. There are companies that do not provide premium pay even though their employees have to work shifts. Data from both the direct survey and

MSEC surveys are not specific enough to allow reasonable inclusion of the companies that do not provide premium pay in the average calculation. Consequently, the percentages reported as market practices would be higher than if the no-premium practices were included.

In the absence of adequate market information to derive a comparable practice, if the decision is made to continue using the fixed percentage practice, it is recommended that the state continue its current rates for all professions and add a new weekend first shift rate for the non-health care professions.

Table 9 - Recommended Fixed Percentage Shift Rates

	Occupations	Weekdays		Weekends		
		Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Market Practices	Non-Health Care Professions	9.00%	11.00%	10.00%	10.00%	11.00%
	Health Care Professions	NA	19.60%	NA	NA	NA
Recommended percentage rates	Non-Health Care Professions	7.5%	10.0%	7.5%	7.5%	10.0%
	Health Care Professions	7.5%	14.0%	7.5%	14.0%	20.0%

Costing – Under this option, all employees would have a chance to receive higher premium pay due to the addition of a weekend day shift premium. Depending on shift operations, an accurate cost estimate for future shift work is not feasible. Based on the available shift payment database from FY00-01, potential increased average payments from this option are approximately \$80 per employee per year.

Issues – Because the only change in this option is the addition of a weekend day shift, there is a potential budget impact from this additional premium cost. In light of the fact that the fixed percentage rate is not a typical practice in the labor market, requesting additional funds to cover the added weekend day shift, plus not having sufficient market data to justify the current percentages, continuing this practice is not consistent with the state’s prevailing compensation philosophy.

Costing Scenarios and Assumptions:

While costing estimates for future shift work are not feasible, the comparison of the costing from these two options was done based on the available shift differential cost incurred by the state for FY 01-02. The following assumptions were used to estimate the cost for the two options.

1. Same number of employees working shifts.
2. Same hourly rates (calculated based on the shift hours worked and dollars paid).
3. Same shift work hours.
4. All shift work hours were split into a 5:2 ratio for weekday shifts (five days) and weekend shifts (two days).

5. The weekend shift hours were further split into three portions (day shift, second shift, and third shift) for all employees because of the introduction of weekend day shift beginning FY 02-03.
6. CU and CSU data are not available and are excluded from the cost estimates.

Based on this set of assumptions, the following table summarizes the shift premium costs estimated for the current practice (using FY02-03), flat dollar rate option, and the fixed percentage rate option.

Table 10 - Summary of Costing

Option	Cost for Weekday Shift Work	Cost for Weekend Shift Work	Total Shift Work Payment	Difference in Cost from Current Practice
Continue current practice	\$6,600,997	\$3,772,535	\$10,373,532	
Change to recommended flat dollar rates	\$5,515,173	\$4,724,481	\$10,239,654	-\$133,878
Continue current percentage rates and add a weekend day	\$6,600,997	\$4,416,195	\$11,017,192	\$643,660

Conclusion

Data as reported in the published and direct surveys showed that flat dollar rates for shift work are the common practice. It is recognized that the response rate to the Department's direct survey is low and fewer than half of the number of companies surveyed by MSEC provided specific rate information. Data collection on premium pay practices is considerably more challenging than the collection of wage and salary information. Given the situation where limited market data are difficult to obtain, professional judgment and discretion must be exercised in order to make a sound policy recommendation to best meet the business needs of the state. Even with a low response rate and variations in reported practices, flat dollar shift premium payment stands out as the common practice. In light of the state's long-standing practice of using fixed percentage premium rates for shift work compensation, changing this pay policy may meet with some resistance from the workforce, especially any employees who may have their overall shift premium pay reduced. Two options are being presented for a policy decision: (1) changing to flat dollar rates, which is recommended, and (2) continuing fixed percentage rates. Once a decision is made, DPA will work closely with state agencies. It is critical that agencies and DPA continue to evaluate the impact of any pay policy on agency recruitment, retention, and budget issues.

Addendum

On April 24, 2003, DHR received a special shift survey report completed by MSEC. According to the report:

- ◆ Of the 19 participants, one does not pay shift differentials.
- ◆ Of the 18 organizations paying a shift differential, 50% (9 organizations) pay the same differential for all positions.
- ◆ Among the 19 organizations, one is an assisted living institution and the rest are hospitals.
- ◆ Only flat dollar premium rates for different shifts are reported. No set percentage rates are reported.
- ◆ As shown in the following tables, there is an overall premium rate decrease from the survey report published in 2002 to 2003.

Survey Report from MSEC in 2002		Average Premium Flat Dollars				
		Weekdays		Weekends		
Type	# org	Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Registered nurse	22	\$1.64	\$3.51	\$1.86	\$3.06	\$4.85
LPN	22	\$1.57	\$3.17	\$1.82	\$2.85	\$4.26
Radiological Technologist	22	\$1.49	\$3.33	\$1.79	\$2.79	\$4.45
Physical Therapist	22	\$1.54	\$2.69	\$1.73	\$2.63	\$3.79
Occupational Therapist	22	\$1.59	\$2.75	\$1.73	\$2.63	\$3.72
Respiratory Therapist III	22	\$1.49	\$3.44	\$1.85	\$3.01	\$4.91
Medical Technologist – ASCP	22	\$1.47	\$3.06	\$1.80	\$2.96	\$4.68
Nursing Aid – Certified	22	\$1.40	\$2.42	\$1.31	\$2.65	\$3.40
Pharmacist, Staff	22	\$1.77	\$3.62	\$1.99	\$3.20	\$5.14
All Others	22	\$1.43	\$2.35	\$1.37	\$2.26	\$3.44
Average	22	\$1.54	\$3.03	\$1.73	\$2.80	\$4.26

Survey Report from MSEC in 2003		Average Premium Flat Dollars				
		Weekdays		Weekends		
Type	# org	Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Registered nurse	12	\$1.64	\$3.57	\$1.78	\$2.83	\$4.91
LPN	12	\$1.48	\$3.00	\$1.51	\$2.53	\$4.09
Radiological Technologist	12	\$1.59	\$3.27	\$1.68	\$2.56	\$4.28
Physical Therapist	12	\$1.57	\$3.33	\$1.93	\$2.52	\$4.12
Occupational Therapist	12	\$1.57	\$3.31	\$1.93	\$2.52	\$4.12
Respiratory Therapist III	12	\$1.55	\$3.36	\$1.39	\$2.61	\$4.37
Medical Technologist – ASCP	12	\$1.65	\$3.57	\$1.79	\$2.87	\$4.83
Nursing Aid – Certified	12	\$1.35	\$2.43	\$1.12	\$2.02	\$3.14

Survey Report from MSEC in 2003		Average Premium Flat Dollars				
		Weekdays		Weekends		
Type	# org	Second Shift	Third Shift	Day Shift	Second Shift	Third Shift
Pharmacist, Staff	12	\$1.89	\$3.52	\$1.93	\$3.20	\$4.70
All Others	12	\$1.27	\$2.19	\$1.67	\$1.87	\$2.90
Average	12	\$1.56	\$3.16	\$1.67	\$2.55	\$4.15

E. PROPOSED COMPENSATION PLAN FOR FY 2004-2005

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
A1A1TX		CORRECTIONS CASE MGR I	A30	A-EPS	3370	4888	3491	5064	8592	1
A1A2XX		CORRECTIONS CASE MGR II	A34	A-EPS	3716	5389	3850	5583	8592	1
A1A3XX		CORRECTIONS CASE MGR III	A36	A-EPS	3903	5658	4044	5862	8592	0
A1D1IX		CORR/YTH/CLIN SEC INTERN	A13	A-EPS	2233	3240	2313	3357	8592	1
A1D2TX		CORR/YTH/CLIN SEC OFF I	A22	A-EPS	2774	4021	2874	4166	8592	1
A1D3XX		CORR/YTH/CLIN SEC OFF II	A26	A-EPS	3058	4433	3168	4593	8592	1
A1D4XX		CORR/YTH/CLN SEC SPEC III	A30	A-EPS	3370	4888	3491	5064	8592	1
A1D5XX		CORR/YTH/CLN SEC SUPV III	A30	A-EPS	3370	4888	3491	5064	8592	1
A1D6XX		CORR OR YTH SEC OFF IV	A36	A-EPS	3903	5658	4044	5862	8592	1
A1D7XX		CORR OR YTH SEC OFF V	A40	A-EPS	4302	6237	4457	6462	8592	0
A1E1TX		CORRL SUPP ELECT SUPV I	A26	A-EPS	3058	4433	3168	4593	8592	1
A1E2XX		CORRL SUPP ELECT SUPV II	A30	A-EPS	3370	4888	3491	5064	8592	1
A1E3XX		CORRL SUPP ELECT SUPV III	A36	A-EPS	3903	5658	4044	5862	8592	0
A1H1TX		CORR SUPP PIPE/T SUPV I	A29	A-EPS	3299	4782	3418	4954	8592	1
A1H2XX		CORR SUPP PIPE/T SUPV II	A32	A-EPS	3539	5133	3666	5318	8592	1
A1H3XX		CORR SUPP PIPE/T SUP III	A36	A-EPS	3903	5658	4044	5862	8592	0
A1L1TX		CORR SUPP TRADES SUPV I	A26	A-EPS	3058	4433	3168	4593	8592	1
A1L2XX		CORR SUPP TRADES SUPV II	A30	A-EPS	3370	4888	3491	5064	8592	1
A1L3XX		CORR SUPP TRADES SUPV III	A36	A-EPS	3903	5658	4044	5862	8592	0
A1L4XX		CORR SUPP TRADES SUPV IV	A40	A-EPS	4302	6237	4457	6462	8592	0
A2A1IX		CRIMINAL INVESTIGATOR INT	A32	A-EPS	3539	5133	3666	5318	8592	0
A2A2TX		CRIMINAL INVESTIGATOR I	A38	A-EPS	4097	5939	4244	6153	8592	0
A2A3XX		CRIMINAL INVESTIGATOR II	A44	A-EPS	4742	6878	4913	7126	8592	0
A2A4XX		CRIMINAL INVESTIGATOR III	A50	A-EPS	5490	7961	5688	8248	8592	0
A2A5XX	#	CRIMINAL INVESTIGATOR IV	A52	A-EPS	5764	8357	5972	8592	8592	0
A3C1TX		COMMUNITY PAROLE OFF	A92	A-EPS	2849	5274	2952	5464	8592	0
A3C2XX		COMM PAROLE TEAM LDR	A35	A-EPS	3818	5534	3955	5733	8592	0
A3C3XX		COMM PAROLE SUPV	A39	A-EPS	4209	6103	4361	6323	8592	0
A3C4XX		COMM PAROLE MGR	A43	A-EPS	4639	6728	4806	6970	8592	0
A4A1IX		STATE PATROL INTERN	A81	A-EPS	3001	4351	3085	4473	8592	0
A4A3TX		STATE PATROL TROOPER	A82	A-EPS	3475	5036	3572	5177	8592	0
A4A4XX		STATE PATROL TROOPER III	A83	A-EPS	3653	5296	3755	5444	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
A4A5XX		STATE PATROL SUPERVISOR	A84	A-EPS	4111	5961	4226	6128	8592	0
A4A6XX		STATE PATROL ADMIN I	A85	A-EPS	4655	6752	4785	6941	8592	0
A4A7XX		STATE PATROL ADMIN II	A86	A-EPS	5215	7562	5361	7774	8592	0
A4B1IX		POLICE OFFICER INTERN	A23	A-EPS	2849	4133	2952	4282	8592	0
A4B2TX		POLICE OFFICER I	A27	A-EPS	3143	4556	3256	4720	8592	0
A4B3XX		POLICE OFFICER II	A31	A-EPS	3463	5020	3588	5201	8592	0
A4B4XX		POLICE OFFICER III	A38	A-EPS	4097	5939	4244	6153	8592	0
A4B5XX		POLICE ADMINISTRATOR I	A43	A-EPS	4639	6728	4806	6970	8592	0
A4B6XX		POLICE ADMINISTRATOR II	A48	A-EPS	5229	7581	5417	7854	8592	0
A4C1TX		SAFETY SECURITY OFF I	A27	A-EPS	3143	4556	3256	4720	8592	0
A4C3XX		SAFETY SECURITY OFF III	A33	A-EPS	3636	5274	3767	5464	8592	0
A9A1TX		ANG PATROL OFFICER I	A12	A-EPS	2173	3152	2251	3265	8592	1
A9A2XX		ANG PATROL OFFICER II	A16	A-EPS	2397	3475	2483	3600	8592	1
A9A3XX		ANG PATROL OFFICER III	A22	A-EPS	2774	4021	2874	4166	8592	1
B1A1TX		ACCOUNTANT I	B27	B-FS	2897	4404	2969	4514	8592	0
B1A2XX		ACCOUNTANT II	B31	B-FS	3194	4854	3274	4975	8592	0
B1A3XX		ACCOUNTANT III	B40	B-FS	3966	6031	4065	6182	8592	0
B1A4XX		ACCOUNTANT IV	B50	B-FS	5064	7696	5191	7888	8592	0
B1C1TX		ACCOUNTING TECHNICIAN I	B10	B-FS	1909	2902	1957	2975	8592	1
B1C2XX		ACCOUNTING TECHNICIAN II	B13	B-FS	2060	3132	2112	3210	8592	1
B1C3XX		ACCOUNTING TECHNICIAN III	B19	B-FS	2384	3622	2444	3713	8592	1
B1C4XX		ACCOUNTING TECHNICIAN IV	B27	B-FS	2897	4404	2969	4514	8592	0
B1D1XX		CONTROLLER I	B46	B-FS	4594	6982	4709	7157	8592	0
B1D2XX		CONTROLLER II	B51	B-FS	5203	7907	5333	8105	8592	0
B1D3XX	#	CONTROLLER III	B56	B-FS	5879	8357	6026	8592	8592	0
B2A1IX		AUDIT INTERN	B20	B-FS	2436	3702	2497	3795	8592	0
B2A2TX		AUDITOR I	B26	B-FS	2820	4286	2890	4393	8592	0
B2A3XX		AUDITOR II	B32	B-FS	3264	4961	3346	5085	8592	0
B2A4XX		AUDITOR III	B39	B-FS	3882	5901	3979	6049	8592	0
B2A5XX		AUDITOR IV	B47	B-FS	4717	7172	4835	7351	8592	0
B2A6XX		AUDITOR V	B52	B-FS	5317	8082	5450	8284	8592	0
B2F1TX		BUDGET ANALYST I	B30	B-FS	3110	4728	3188	4846	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
B2F2XX		BUDGET ANALYST II	B36	B-FS	3599	5470	3689	5607	8592	0
B2F3XX		BUDGET & POLICY ANLST III	B44	B-FS	4374	6648	4483	6814	8592	0
B2F4XX		BUDGET & POLICY ANLST IV	B50	B-FS	5064	7696	5191	7888	8592	0
B2F5XX		BUDGET & POLICY ANLST V	B53	B-FS	5461	8303	5598	8511	8592	0
B2G1IX		FIN/CREDIT EXAMINER INT	B30	B-FS	3110	4728	3188	4846	8592	0
B2G2TX		FIN/CREDIT EXAMINER I	B36	B-FS	3599	5470	3689	5607	8592	0
B2G3XX		FIN/CREDIT EXAMINER II	B40	B-FS	3966	6031	4065	6182	8592	0
B2G4XX		FIN/CREDIT EXAMINER III	B44	B-FS	4374	6648	4483	6814	8592	0
B2G5XX		FIN/CREDIT EXAMINER IV	B50	B-FS	5064	7696	5191	7888	8592	0
B2G6XX		FIN/CREDIT EXAMINER V	B52	B-FS	5317	8082	5450	8284	8592	0
B2H1IX		RATE/FINANCIAL ANLYST INT	B25	B-FS	2760	4194	2829	4299	8592	0
B2H2TX		RATE/FINANCIAL ANLYST I	B31	B-FS	3194	4854	3274	4975	8592	0
B2H3XX		RATE/FINANCIAL ANLYST II	B39	B-FS	3882	5901	3979	6049	8592	0
B2H4XX		RATE/FINANCIAL ANLYST III	B45	B-FS	4494	6829	4606	7000	8592	0
B2H5XX		RATE/FINANCIAL ANLYST IV	B51	B-FS	5203	7907	5333	8105	8592	0
B2H6XX	#	RATE/FINANCIAL ANLYST V	B55	B-FS	5735	8357	5878	8592	8592	0
B3C2TX		INVESTMENT OFFICER I	B40	B-FS	3966	6031	4065	6182	8592	0
B3C3XX		INVESTMENT OFFICER II	B48	B-FS	4823	7331	4944	7514	8592	0
B3C4XX		INVESTMENT OFFICER III	B53	B-FS	5461	8303	5598	8511	8592	0
B3E1IX		PROPERTY TAX SPEC INTERN	B25	B-FS	2760	4194	2829	4299	8592	0
B3E2TX		PROPERTY TAX SPEC I	B30	B-FS	3110	4728	3188	4846	8592	0
B3E3XX		PROPERTY TAX SPEC II	B36	B-FS	3599	5470	3689	5607	8592	0
B3E4XX		PROPERTY TAX SPEC III	B44	B-FS	4374	6648	4483	6814	8592	0
B3E5XX		PROPERTY TAX SPEC IV	B50	B-FS	5064	7696	5191	7888	8592	0
B3F1IX		REVENUE AGENT INTERN	B25	B-FS	2760	4194	2829	4299	8592	0
B3F2TX		REVENUE AGENT I	B31	B-FS	3194	4854	3274	4975	8592	0
B3F3XX		REVENUE AGENT II	B37	B-FS	3697	5620	3789	5760	8592	0
B3F4XX		REVENUE AGENT III	B45	B-FS	4494	6829	4606	7000	8592	0
B3F5XX		REVENUE AGENT IV	B50	B-FS	5064	7696	5191	7888	8592	0
B3G1IX		OUT-OF-STATE REV AGENT IN	B49	B-FS	4954	7529	5078	7717	8592	0
B3G2TX		OUT-OF-STATE REV AGENT	B50	B-FS	5064	7696	5191	7888	8592	0
B3H1XX		TAX CONFEE I	B50	B-FS	5064	7696	5191	7888	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
B3H2XX		TAX CONFEREE II	B52	B-FS	5317	8082	5450	8284	8592	0
B3J1IX		TAX COMPLIANCE AGENT IN	B28	B-FS	2961	4501	3035	4614	8592	0
B3J2TX		TAX COMPLIANCE AGENT I	B32	B-FS	3264	4961	3346	5085	8592	0
B3J3XX		TAX COMPLIANCE AGENT II	B38	B-FS	3779	5745	3873	5889	8592	0
B3J4XX		TAX COMPLIANCE AGENT III	B42	B-FS	4167	6333	4271	6491	8592	0
B3K1TX		TAX EXAMINER I	B23	B-FS	2629	3995	2695	4095	8592	1
B3K2XX		TAX EXAMINER II	B27	B-FS	2897	4404	2969	4514	8592	1
B3K3XX		TAX EXAMINER III	B33	B-FS	3353	5097	3437	5224	8592	0
B3K4XX		TAX EXAMINER IV	B38	B-FS	3779	5745	3873	5889	8592	0
B3K5XX		TAX EXAMINER V	B46	B-FS	4594	6982	4709	7157	8592	0
C4J2XX		CLIN BEHAV SPEC II	C46	C-HCS	3134	4671	3284	4895	8592	0
C4J3XX		CLIN BEHAV SPEC III	C50	C-HCS	3456	5148	3622	5395	8592	0
C4K1XX		GENETIC COUNSELOR	C52	C-HCS	3628	5405	3802	5664	8592	0
C4L1TX		SOCIAL WORK/COUNSELOR I	C39	C-HCS	2648	3948	2775	4138	8592	1
C4L2XX		SOCIAL WORK/COUNSELOR II	C44	C-HCS	2985	4448	3128	4662	8592	0
C4L3XX		SOCIAL WORK/COUNSELOR III	C48	C-HCS	3289	4903	3447	5138	8592	0
C4L4XX		SOCIAL WORK/COUNSELOR IV	C50	C-HCS	3456	5148	3622	5395	8592	0
C4M1XX		PSYCHOLOGIST CANDIDATE	C56	C-HCS	3999	5959	4191	6245	8592	0
C4M2XX		PSYCHOLOGIST I	C59	C-HCS	4314	6426	4521	6734	8592	0
C4M3XX		PSYCHOLOGIST II	C62	C-HCS	4630	6898	4852	7229	8592	0
C5J1IX		CLINICAL THERAPIST I	C33	C-HCS	2290	3411	2400	3575	8592	1
C5J2TX		CLINICAL THERAPIST II	C37	C-HCS	2524	3759	2645	3939	8592	1
C5J3XX		CLINICAL THERAPIST III	C41	C-HCS	2782	4144	2916	4343	8592	0
C5J4XX		CLINICAL THERAPIST IV	C50	C-HCS	3456	5148	3622	5395	8592	0
C5J5XX		CLINICAL THERAPIST V	C54	C-HCS	3809	5674	3992	5946	8592	0
C5K1IX		THERAPIST I	C42	C-HCS	2842	4234	2978	4437	8592	1
C5K2TX		THERAPIST II	C47	C-HCS	3220	4797	3375	5027	8592	1
C5K3XX		THERAPIST III	C52	C-HCS	3628	5405	3802	5664	8592	0
C5K4XX		THERAPIST IV	C59	C-HCS	4314	6426	4521	6734	8592	0
C5L1TX		THERAPY ASSISTANT I	C28	C-HCS	2020	3010	2117	3154	8592	1
C5L2XX		THERAPY ASSISTANT II	C32	C-HCS	2228	3319	2335	3478	8592	1
C5L3XX		THERAPY ASSISTANT III	C36	C-HCS	2454	3658	2572	3834	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
C5L4XX		THERAPY ASSISTANT IV	C38	C-HCS	2578	3842	2702	4026	8592	1
C6P1TX		CLIENT CARE AIDE I	C14	C-HCS	1437	2141	1506	2244	8592	3
C6P2XX		CLIENT CARE AIDE II	C20	C-HCS	1665	2477	1745	2596	8592	3
C6Q1TX		DENTAL CARE I	C20	C-HCS	1665	2477	1745	2596	8592	1
C6Q2XX		DENTAL CARE II	C26	C-HCS	1925	2868	2017	3006	8592	1
C6Q3XX		DENTAL CARE III	C36	C-HCS	2454	3658	2572	3834	8592	1
C6Q4XX		DENTAL CARE IV	C40	C-HCS	2708	4034	2838	4228	8592	1
C6Q5XX		DENTAL CARE V	C46	C-HCS	3134	4671	3284	4895	8592	0
C6R1TX		HEALTH CARE TECH I	C28	C-HCS	2020	3010	2117	3154	8592	3
C6R2XX		HEALTH CARE TECH II	C30	C-HCS	2122	3162	2224	3314	8592	1
C6R3XX		HEALTH CARE TECH III	C34	C-HCS	2338	3484	2450	3651	8592	1
C6R4XX		HEALTH CARE TECH IV	C38	C-HCS	2578	3842	2702	4026	8592	1
C6S1XX		NURSE I	C47	C-HCS	3220	4797	3375	5027	8592	1
C6S2XX		NURSE II	C49	C-HCS	3379	5038	3541	5280	8592	1
C6S3XX		NURSE III	C53	C-HCS	3727	5553	3906	5820	8592	1
C6S4XX		MID-LEVEL PROVIDER	C57	C-HCS	4108	6121	4305	6415	8592	1
C6S5XX		NURSE V	C62	C-HCS	4630	6898	4852	7229	8592	0
C6S6XX		NURSE VI	C67	C-HCS	5243	7813	5495	8188	8592	0
C6T1XX		NURSE ANESTHETIST	C62	C-HCS	4630	6898	4852	7229	8592	0
C6U1TX		MENTAL HLTH CLINICIAN I	C31	C-HCS	2181	3247	2286	3403	8592	1
C6U2XX		MENTAL HLTH CLINICIAN II	C35	C-HCS	2402	3580	2517	3752	8592	1
C6U3XX		MENTAL HLTH CLINICIAN III	C39	C-HCS	2648	3948	2775	4138	8592	1
C7A1XX		CLINICAL TEAM LEADER	C64	C-HCS	4860	7243	5093	7591	8592	0
C7B1TX		COMMUNITY WORKER I	C17	C-HCS	1549	2307	1623	2418	8592	1
C7B2XX		COMMUNITY WORKER II	C23	C-HCS	1794	2672	1880	2800	8592	1
C7C1IX		HEALTH PROFESSIONAL I	C39	C-HCS	2648	3948	2775	4138	8592	0
C7C2TX		HEALTH PROFESSIONAL II	C44	C-HCS	2985	4448	3128	4662	8592	0
C7C3XX		HEALTH PROFESSIONAL III	C50	C-HCS	3456	5148	3622	5395	8592	0
C7C4XX		HEALTH PROFESSIONAL IV	C54	C-HCS	3809	5674	3992	5946	8592	0
C7C5XX		HEALTH PROFESSIONAL V	C58	C-HCS	4200	6258	4402	6558	8592	0
C7C6XX		HEALTH PROFESSIONAL VI	C62	C-HCS	4630	6898	4852	7229	8592	0
C7C7XX		HEALTH PROFESSIONAL VII	C66	C-HCS	5104	7603	5349	7968	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
C7D1IX		HCS TRAINEE I	C14	C-HCS	1437	2141	1506	2244	8592	1
C7D2IX		HCS TRAINEE II	C22	C-HCS	1745	2601	1829	2726	8592	1
C7D3IX		HCS TRAINEE III	C33	C-HCS	2290	3411	2400	3575	8592	1
C7E1XX		NURSE CONSULTANT	C62	C-HCS	4630	6898	4852	7229	8592	0
C8A1TX		DIAG PROCED TECHNOL I	C27	C-HCS	1978	2946	2073	3087	8592	3
C8A2XX		DIAG PROCED TECHNOL II	C33	C-HCS	2290	3411	2400	3575	8592	3
C8A3XX		DIAG PROCED TECHNOL III	C42	C-HCS	2842	4234	2978	4437	8592	3
C8A4XX		DIAG PROCED TECHNOL IV	C50	C-HCS	3456	5148	3622	5395	8592	0
C8B1IX		DIETITIAN I	C40	C-HCS	2708	4034	2838	4228	8592	1
C8B2TX		DIETITIAN II	C44	C-HCS	2985	4448	3128	4662	8592	1
C8B3XX		DIETITIAN III	C48	C-HCS	3289	4903	3447	5138	8592	0
C8C1TX		LABORATORY SUPPORT I	C17	C-HCS	1549	2307	1623	2418	8592	1
C8C2XX		LABORATORY SUPPORT II	C23	C-HCS	1794	2672	1880	2800	8592	1
C8C3XX		LABORATORY SUPPORT III	C30	C-HCS	2122	3162	2224	3314	8592	1
C8D1TX		LABORATORY TECHNOLOGY I	C37	C-HCS	2524	3759	2645	3939	8592	3
C8D2XX		LABORATORY TECHNOLOGY II	C41	C-HCS	2782	4144	2916	4343	8592	3
C8D3XX		LABORATORY TECHNOLOGY III	C47	C-HCS	3220	4797	3375	5027	8592	3
C8D4XX		LABORATORY TECHNOLOGY IV	C51	C-HCS	3550	5289	3720	5543	8592	3
C8E1XX		PHARMACY I	C60	C-HCS	4408	6569	4620	6884	8592	1
C8E2XX		PHARMACY II	C64	C-HCS	4860	7243	5093	7591	8592	1
C8E3XX		PHARMACY III	C67	C-HCS	5243	7813	5495	8188	8592	1
C8F1TX		PHARMACY TECHNICIAN I	C20	C-HCS	1665	2477	1745	2596	8592	1
C8F2XX		PHARMACY TECHNICIAN II	C24	C-HCS	1832	2731	1920	2862	8592	1
C9A1TX		ANIMAL CARE I	C24	C-HCS	1832	2731	1920	2862	8592	1
C9A2XX		ANIMAL CARE II	C30	C-HCS	2122	3162	2224	3314	8592	1
C9A3XX		ANIMAL CARE III	C38	C-HCS	2578	3842	2702	4026	8592	1
C9B1XX		VETERINARIAN I	C65	C-HCS	4995	7441	5235	7798	8592	0
C9B2XX	#	VETERINARIAN II	C69	C-HCS	5507	8204	5771	8592	8592	0
C9B3XX	#	VETERINARIAN III	C72	C-HCS	5908	8357	6192	8592	8592	0
C9C1TX		VETERINARY TECHNOLOGY I	C27	C-HCS	1978	2946	2073	3087	8592	1
C9C2XX		VETERINARY TECHNOLOGY II	C35	C-HCS	2402	3580	2517	3752	8592	1
C9C3XX		VETERINARY TECHNOLOGY III	C38	C-HCS	2578	3842	2702	4026	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
C9C4XX		VETERINARY TECHNOLOGY IV	C41	C-HCS	2782	4144	2916	4343	8592	1
D6A1TX		ELECTRICAL TRADES I	D44	D-LTC	2750	3990	2822	4094	8592	1
D6A2XX		ELECTRICAL TRADES II	D49	D-LTC	3101	4494	3182	4611	8592	1
D6A3XX		ELECTRICAL TRADES III	D54	D-LTC	3511	5089	3602	5221	8592	1
D6B1TX		MACHINING TRADES I	D42	D-LTC	2621	3799	2689	3898	8592	1
D6B2XX		MACHINING TRADES II	D46	D-LTC	2889	4188	2964	4297	8592	1
D6B3XX		MACHINING TRADES III	D52	D-LTC	3344	4849	3431	4975	8592	1
D6B4XX		MACHINING TRADES IV	D58	D-LTC	3870	5611	3971	5757	8592	0
D6C1TX		PIPE/MECH TRADES I	D43	D-LTC	2678	3883	2748	3984	8592	1
D6C2XX		PIPE/MECH TRADES II	D49	D-LTC	3101	4494	3182	4611	8592	1
D6C3XX		PIPE/MECH TRADES III	D55	D-LTC	3588	5202	3681	5337	8592	1
D6D1TX		STRUCTURAL TRADES I	D34	D-LTC	2156	3128	2212	3209	8592	1
D6D2XX		STRUCTURAL TRADES II	D40	D-LTC	2495	3618	2560	3712	8592	1
D6D3XX		STRUCTURAL TRADES III	D46	D-LTC	2889	4188	2964	4297	8592	1
D6E1TX		UTILITY PLANT OPER I	D49	D-LTC	3101	4494	3182	4611	8592	1
D6E2XX		UTILITY PLANT OPER II	D55	D-LTC	3588	5202	3681	5337	8592	1
D7A1TX		EQUIPMENT MECHANIC I	D34	D-LTC	2156	3128	2212	3209	8592	1
D7A2XX		EQUIPMENT MECHANIC II	D42	D-LTC	2621	3799	2689	3898	8592	1
D7A3XX		EQUIPMENT MECHANIC III	D44	D-LTC	2750	3990	2822	4094	8592	1
D7A4XX		EQUIPMENT MECHANIC IV	D48	D-LTC	3034	4396	3113	4510	8592	0
D7B1TX		EQUIPMENT OPERATOR I	D25	D-LTC	1726	2504	1771	2569	8592	1
D7B2XX		EQUIPMENT OPERATOR II	D31	D-LTC	1999	2898	2051	2973	8592	1
D7B3XX		EQUIPMENT OPERATOR III	D37	D-LTC	2313	3354	2373	3441	8592	1
D7B4XX		EQUIPMENT OPERATOR IV	D41	D-LTC	2550	3698	2616	3794	8592	1
D7C1TX		PRODUCTION I	D21	D-LTC	1567	2272	1608	2331	8592	1
D7C2XX		PRODUCTION II	D27	D-LTC	1813	2628	1860	2696	8592	1
D7C3XX		PRODUCTION III	D31	D-LTC	1999	2898	2051	2973	8592	1
D7C4XX		PRODUCTION IV	D36	D-LTC	2265	3282	2324	3367	8592	1
D7C5XX		PRODUCTION V	D46	D-LTC	2889	4188	2964	4297	8592	0
D7D1TX		TRANSPORTATION MTC I	D37	D-LTC	2313	3354	2373	3441	8592	1
D7D2XX		TRANSPORTATION MTC II	D41	D-LTC	2550	3698	2616	3794	8592	1
D7D3XX		TRANSPORTATION MTC III	D50	D-LTC	3184	4617	3267	4737	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
D8A1TX		BARBER/COSMETOLOGIST	D24	D-LTC	1689	2449	1733	2513	8592	1
D8B1TX		CUSTODIAN I	D19	D-LTC	1490	2163	1529	2219	8592	1
D8B2XX		CUSTODIAN II	D23	D-LTC	1645	2384	1688	2446	8592	1
D8B3XX		CUSTODIAN III	D35	D-LTC	2203	3196	2260	3279	8592	1
D8B4XX		CUSTODIAN IV	D44	D-LTC	2750	3990	2822	4094	8592	0
D8C1TX		DINING SERVICES I	D14	D-LTC	1323	1918	1357	1968	8592	1
D8C2XX		DINING SERVICES II	D18	D-LTC	1459	2118	1497	2173	8592	1
D8C3XX		DINING SERVICES III	D24	D-LTC	1689	2449	1733	2513	8592	1
D8C4XX		DINING SERVICES IV	D28	D-LTC	1863	2701	1911	2771	8592	1
D8C5XX		DINING SERVICES V	D36	D-LTC	2265	3282	2324	3367	8592	1
D8D1TX		GENERAL LABOR I	D26	D-LTC	1774	2573	1820	2640	8592	1
D8D2XX		GENERAL LABOR II	D32	D-LTC	2055	2978	2108	3055	8592	1
D8D3XX		GENERAL LABOR III	D38	D-LTC	2377	3447	2439	3537	8592	1
D8E1TX		GROUND & NURSERY I	D28	D-LTC	1863	2701	1911	2771	8592	1
D8E2XX		GROUND & NURSERY II	D34	D-LTC	2156	3128	2212	3209	8592	1
D8E3XX		GROUND & NURSERY III	D40	D-LTC	2495	3618	2560	3712	8592	1
D8F1IX		LTC TRAINEE I	D10	D-LTC	1199	1741	1230	1786	8592	1
D8F2IX		LTC TRAINEE II	D15	D-LTC	1354	1964	1389	2015	8592	1
D8F3IX		LTC TRAINEE III	D22	D-LTC	1608	2334	1650	2395	8592	1
D8F4IX		LTC TRAINEE IV	D26	D-LTC	1774	2573	1820	2640	8592	1
D8F5IX		LTC TRAINEE V	D30	D-LTC	1956	2836	2007	2910	8592	1
D8F6IX		LTC TRAINEE VI	D34	D-LTC	2156	3128	2212	3209	8592	1
D8F7IX		LTC TRAINEE VII	D38	D-LTC	2377	3447	2439	3537	8592	1
D8G1TX		MATERIALS HANDLER I	D28	D-LTC	1863	2701	1911	2771	8592	1
D8G2XX		MATERIALS HANDLER II	D36	D-LTC	2265	3282	2324	3367	8592	1
D8G3XX		MATERIALS HANDLER III	D44	D-LTC	2750	3990	2822	4094	8592	1
D8G4XX		MATERIALS SUPERVISOR	D52	D-LTC	3344	4849	3431	4975	8592	0
D8H1TX		SECURITY I	D25	D-LTC	1726	2504	1771	2569	8592	1
D8H2XX		SECURITY II	D30	D-LTC	1956	2836	2007	2910	8592	1
D8H3XX		SECURITY III	D36	D-LTC	2265	3282	2324	3367	8592	0
D9A1TX		CORRECTL INDUS SUPV I	D47	D-LTC	2952	4280	3029	4391	8592	1
D9A2XX		CORRECTL INDUS SUPV II	D54	D-LTC	3511	5089	3602	5221	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
D9A3XX		CORRECTL INDUS SUPV III	D63	D-LTC	4362	6322	4475	6486	8592	1
D9B1IX		ENGR/PHYS SCI ASST I	D26	D-LTC	1774	2573	1820	2640	8592	1
D9B2TX		ENGR/PHYS SCI ASST II	D32	D-LTC	2055	2978	2108	3055	8592	1
D9B3XX		ENGR/PHYS SCI ASST III	D38	D-LTC	2377	3447	2439	3537	8592	1
D9C1TX		INSPECTOR I	D47	D-LTC	2952	4280	3029	4391	8592	1
D9C2XX		INSPECTOR II	D53	D-LTC	3416	4955	3505	5084	8592	1
D9C3XX		INSPECTOR III	D57	D-LTC	3768	5462	3866	5604	8592	1
D9D1TX		LTC OPERATIONS I	D56	D-LTC	3686	5347	3782	5486	8592	0
D9D2XX		LTC OPERATIONS II	D60	D-LTC	4064	5890	4170	6043	8592	0
D9E1TX		PROJECT PLANNER I	D55	D-LTC	3588	5202	3681	5337	8592	0
D9E2XX		PROJECT PLANNER II	D61	D-LTC	4154	6022	4262	6179	8592	0
D9F1TX		SCHEDULER	D36	D-LTC	2265	3282	2324	3367	8592	1
E1A1XX		DENTIST I	E10	E-MED	6973	10390	7308	10889	11586	0
E1A2XX		DENTIST II	E11	E-MED	7149	10651	7492	11162	11586	0
E1A3XX		DENTIST III	E12	E-MED	7321	10910	7672	11434	11586	0
E2A1XX	#	PHYSICIAN I	E13	E-MED	9090	11269	9526	11586	11586	0
E2A2XX	#	PHYSICIAN II	E15	E-MED	9793	11269	10263	11586	11586	0
E3A1XX	#	PUB HLTH MED ADMIN I	E13	E-MED	9090	11269	9526	11586	11586	0
E3A2XX	#	PUB HLTH MED ADMIN II	E14	E-MED	9435	11269	9888	11586	11586	0
G1A1IX		POLICE COMMUNICATION INTERN	G34	G-ASR	2142	3172	2189	3242	8592	1
G1A2TX		POLICE COMMUNICATION TECH	G38	G-ASR	2361	3495	2413	3572	8592	1
G1A3XX		POLICE COMMUNICATION SUPV	G44	G-ASR	2734	4045	2794	4134	8592	1
G1B2TX		SERVICE DISPATCHER	G31	G-ASR	1987	2938	2031	3003	8592	1
G1C1IX		TELEPHONE OPERATOR INTERN	G16	G-ASR	1381	2043	1411	2088	8592	1
G1C2TX		TELEPHONE OPERATOR I	G20	G-ASR	1522	2255	1555	2305	8592	1
G1C3XX		TELEPHONE OPERATOR II	G26	G-ASR	1762	2608	1801	2665	8592	1
G2A1IX		COMPUTER OPERATOR INTERN	G30	G-ASR	1942	2877	1985	2940	8592	1
G2A2TX		COMPUTER OPERATOR I	G34	G-ASR	2142	3172	2189	3242	8592	1
G2A3XX		COMPUTER OPERATOR II	G42	G-ASR	2604	3852	2661	3937	8592	1
G2A4XX		COMPUTER OPER SUPV I	G54	G-ASR	3488	5163	3565	5277	8592	1
G2A5XX		COMPUTER OPER SUPV II	G62	G-ASR	4237	6274	4330	6412	8592	0
G2B1IX		COMPUTER PROD COORD INT	G24	G-ASR	1678	2484	1715	2539	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
G2B2TX		COMPUTER PROD COORD I	G28	G-ASR	1852	2738	1893	2798	8592	1
G2C1IX		CUST SUPPORT INTERN	G44	G-ASR	2734	4045	2794	4134	8592	1
G2C2TX		CUST SUPPORT COORD I	G48	G-ASR	3013	4458	3079	4556	8592	1
G2C3XX		CUST SUPPORT COORD II	G52	G-ASR	3322	4915	3395	5023	8592	1
G2C4XX		CUST SUPPORT COORD III	G58	G-ASR	3845	5691	3930	5816	8592	0
G2D1IX		DATA ENTRY INTERN	G20	G-ASR	1522	2255	1555	2305	8592	1
G2D2TX		DATA ENTRY OPERATOR I	G24	G-ASR	1678	2484	1715	2539	8592	1
G2D3XX		DATA ENTRY OPERATOR II	G30	G-ASR	1942	2877	1985	2940	8592	1
G2D4XX		DATA SPECIALIST	G38	G-ASR	2361	3495	2413	3572	8592	1
G2D5XX		DATA SUPERVISOR	G43	G-ASR	2661	3938	2720	4025	8592	1
G3A1IX		ADMIN ASSISTANT INT	G15	G-ASR	1346	1991	1376	2035	8592	1
G3A2TX		ADMIN ASSISTANT I	G22	G-ASR	1598	2366	1633	2418	8592	1
G3A3XX		ADMIN ASSISTANT II	G30	G-ASR	1942	2877	1985	2940	8592	1
G3A4XX		ADMIN ASSISTANT III	G38	G-ASR	2361	3495	2413	3572	8592	1
G3A5XX		OFFICE MANAGER I	G46	G-ASR	2869	4249	2932	4342	8592	0
G3A6XX		OFFICE MANAGER II	G50	G-ASR	3166	4682	3236	4785	8592	0
G3B2TX		HEARINGS REPORTER	G52	G-ASR	3322	4915	3395	5023	8592	1
G3C2TX		LIBRARY TECHNICIAN I	G34	G-ASR	2142	3172	2189	3242	8592	1
G3C3XX		LIBRARY TECHNICIAN II	G38	G-ASR	2361	3495	2413	3572	8592	1
G3C4XX		LIBRARY TECHNICIAN III	G42	G-ASR	2604	3852	2661	3937	8592	0
G3D1TX		MEDICAL RECORDS TECH I	G37	G-ASR	2298	3401	2349	3476	8592	1
G3D2XX		MEDICAL RECORDS TECH II	G43	G-ASR	2661	3938	2720	4025	8592	1
G3D3XX		MEDICAL RECORDS TECH III	G49	G-ASR	3079	4559	3147	4659	8592	1
G3E1TX		MUSEUM GUIDE	G23	G-ASR	1635	2419	1671	2472	8592	1
G3F1TX		SALES ASSISTANT I	G19	G-ASR	1481	2194	1514	2242	8592	1
G3F2XX		SALES ASSISTANT II	G25	G-ASR	1715	2539	1753	2595	8592	1
G3F3XX		SALES ASSISTANT III	G31	G-ASR	1987	2938	2031	3003	8592	1
G3H1IX		UNEMP INSURANCE TECH INT	G35	G-ASR	2189	3240	2237	3311	8592	1
G3H2TX		UNEMP INSURANCE TECH	G39	G-ASR	2412	3573	2465	3652	8592	1
G3J1IX		STATE SERVICE TRAINEE I	G10	G-ASR	1192	1764	1218	1803	8592	1
G3J2IX		STATE SERVICE TRAINEE II	G14	G-ASR	1315	1945	1344	1988	8592	1
G3J3IX		STATE SERVICE TRAINEE III	G20	G-ASR	1522	2255	1555	2305	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
G3J4IX		STATE SERVICE TRAINEE IV	G26	G-ASR	1762	2608	1801	2665	8592	1
G3J5IX		STATE SERVICE TRAINEE V	G32	G-ASR	2041	3021	2086	3087	8592	1
G4A1TX		COLLECTIONS REP I	G23	G-ASR	1635	2419	1671	2472	8592	1
G4A2XX		COLLECTIONS REP II	G30	G-ASR	1942	2877	1985	2940	8592	1
G4A3XX		COLLECTIONS REP III	G46	G-ASR	2869	4249	2932	4342	8592	0
G4B1IX		DRIVER'S LIC EXAM INT	G27	G-ASR	1802	2666	1842	2725	8592	1
G4B2TX		DRIVER'S LIC EXAM I	G33	G-ASR	2084	3085	2130	3153	8592	1
G4B3XX		DRIVER'S LIC EXAM II	G41	G-ASR	2532	3751	2588	3834	8592	1
G4B4XX		DRIVER'S LIC EXAM III	G47	G-ASR	2934	4340	2999	4435	8592	0
G4B5XX		DRIVER'S LIC EXAM IV	G53	G-ASR	3395	5023	3470	5134	8592	0
H2A1IX		APP PROGRAMMER INTERN	H80	H-PS	2641	4040	2702	4133	8592	0
H2A2TX		APP PROGRAMMER I	H82	H-PS	2910	4453	2977	4555	8592	0
H2A3XX		APP PROGRAMMER II	H84	H-PS	3210	4910	3284	5023	8592	0
H2A4XX		APP PROGRAMMER III	H86	H-PS	3538	5413	3619	5537	8592	0
H2A5XX		APP PROGRAMMER IV	H88	H-PS	4094	6265	4188	6409	8592	0
H2A6XX		APP PROGRAMMING MANAGER	H89	H-PS	4741	7254	4850	7421	8592	0
H2B1XX		COMPUTER OPERATIONS MGR	H90	H-PS	5342	8173	5465	8361	8592	0
H2I1IX		IT TECHNICIAN I	H81	H-PS	2772	4242	2836	4340	8592	0
H2I2TX		IT TECHNICIAN II	H83	H-PS	3056	4677	3126	4785	8592	0
H2I3XX		IT PROFESSIONAL I	H85	H-PS	3370	5156	3448	5275	8592	0
H2I4XX		IT PROFESSIONAL II	H87	H-PS	3714	5683	3799	5814	8592	0
H2I5XX		IT PROFESSIONAL III	H88	H-PS	4094	6265	4188	6409	8592	0
H2I6XX		IT PROFESSIONAL IV	H89	H-PS	4741	7254	4850	7421	8592	0
H2I7XX	#	IT PROFESSIONAL V	H91	H-PS	5609	8357	5738	8592	8592	0
H2I8XX	#	IT PROFESSIONAL VI	H92	H-PS	5888	8357	6023	8592	8592	0
H2I9XX	#	IT PROFESSIONAL VII	H93	H-PS	6182	8357	6324	8592	8592	0
H3I1IX		MEDIA SPECIALIST INTERN	H10	H-PS	1657	2537	1695	2595	8592	1
H3I2TX		MEDIA SPECIALIST I	H16	H-PS	1920	2937	1964	3005	8592	1
H3I3XX		MEDIA SPECIALIST II	H22	H-PS	2221	3400	2272	3478	8592	1
H3I4XX		MEDIA SPECIALIST III	H30	H-PS	2698	4130	2760	4225	8592	1
H3I5XX		MEDIA SPECIALIST IV	H34	H-PS	2975	4552	3043	4657	8592	0
H3I6XX		MEDIA SPECIALIST V	H40	H-PS	3446	5270	3525	5391	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
H3U1IX		ARTS TECHNICIAN I	H11	H-PS	1695	2592	1734	2652	8592	1
H3U2TX		ARTS TECHNICIAN II	H17	H-PS	1960	2999	2005	3068	8592	1
H3U3XX		ARTS PROFESSIONAL I	H25	H-PS	2384	3646	2439	3730	8592	1
H3U4XX		ARTS PROFESSIONAL II	H29	H-PS	2627	4019	2687	4111	8592	1
H3U5XX		ARTS PROFESSIONAL III	H35	H-PS	3042	4653	3112	4760	8592	0
H3U6XX		ARTS PROFESSIONAL IV	H41	H-PS	3521	5386	3602	5510	8592	0
H4M1IX		TECHNICIAN I	H16	H-PS	1920	2937	1964	3005	8592	1
H4M2TX		TECHNICIAN II	H22	H-PS	2221	3400	2272	3478	8592	1
H4M3XX		TECHNICIAN III	H27	H-PS	2502	3829	2560	3917	8592	1
H4M4XX		TECHNICIAN IV	H33	H-PS	2897	4432	2964	4534	8592	1
H4M5XX		TECHNICIAN V	H41	H-PS	3521	5386	3602	5510	8592	1
H4N1TX		AIR TRAFFIC CONTRL I	H37	H-PS	3193	4884	3266	4996	8592	1
H4N2XX		AIR TRAFFIC CONTRL II	H41	H-PS	3521	5386	3602	5510	8592	1
H4N3XX		AIR TRAFFIC CONTRL III	H48	H-PS	4188	6405	4284	6552	8592	1
H4O1XX		AIRCRAFT PILOT	H39	H-PS	3352	5130	3429	5248	8592	0
H4P1IX		FINGERPRINT EXAMIN INT	H28	H-PS	2572	3933	2631	4023	8592	1
H4P2TX		FINGERPRINT EXAMINER I	H32	H-PS	2833	4336	2898	4436	8592	1
H4P3XX		FINGERPRINT EXAMINER II	H38	H-PS	3280	5020	3355	5135	8592	1
H4P4XX		FINGERPRINT EXAMINER III	H44	H-PS	3797	5810	3884	5944	8592	0
H4Q1IX		PORT OF ENTRY INTERN	H24	H-PS	2333	3566	2387	3648	8592	1
H4Q2TX		PORT OF ENTRY I	H28	H-PS	2572	3933	2631	4023	8592	1
H4Q3XX		PORT OF ENTRY II	H34	H-PS	2975	4552	3043	4657	8592	1
H4Q4XX		PORT OF ENTRY III	H38	H-PS	3280	5020	3355	5135	8592	0
H4R1XX		PROGRAM ASSISTANT I	H26	H-PS	2448	3746	2504	3832	8592	0
H4R2XX		PROGRAM ASSISTANT II	H31	H-PS	2760	4219	2823	4316	8592	0
H4S1IX		STATE SERV PROF TRAIN I	H22	H-PS	2221	3400	2272	3478	8592	0
H4S2IX		STATE SERV PROF TRAIN II	H27	H-PS	2502	3829	2560	3917	8592	0
H4T1IX		STUDENT TRAINEE I	H18	H-PS	2015	3083	2061	3154	8592	1
H4T2IX		STUDENT TRAINEE II	H22	H-PS	2221	3400	2272	3478	8592	1
H4T3IX		STUDENT TRAINEE III	H26	H-PS	2448	3746	2504	3832	8592	1
H4T4IX		STUDENT TRAINEE IV	H31	H-PS	2760	4219	2823	4316	8592	1
H5A2TX		ADMIN LAW JUDGE I	H57	H-PS	5202	7956	5322	8139	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
H5A3XX		ADMIN LAW JUDGE II	H58	H-PS	5342	8175	5465	8363	8592	0
H5A4XX		ADMIN LAW JUDGE III	H59	H-PS	5461	8355	5587	8547	8592	0
H5A5XX	#	ADMIN LAW JUDGE IV	H63	H-PS	6018	8357	6156	8592	8592	0
H5E1XX		LEGAL ASSISTANT I	H31	H-PS	2760	4219	2823	4316	8592	0
H5E2XX		LEGAL ASSISTANT II	H37	H-PS	3193	4884	3266	4996	8592	0
H5F1IX		HEARINGS OFFICER I	H33	H-PS	2897	4432	2964	4534	8592	0
H5F2TX		HEARINGS OFFICER II	H45	H-PS	3881	5938	3970	6075	8592	0
H5F3XX		HEARINGS OFFICER III	H51	H-PS	4493	6874	4596	7032	8592	0
H6G1IX		GENERAL PROFESSIONAL I	H26	H-PS	2448	3746	2504	3832	8592	0
H6G2TX		GENERAL PROFESSIONAL II	H31	H-PS	2760	4219	2823	4316	8592	0
H6G3XX		GENERAL PROFESSIONAL III	H37	H-PS	3193	4884	3266	4996	8592	0
H6G4XX		GENERAL PROFESSIONAL IV	H45	H-PS	3881	5938	3970	6075	8592	0
H6G5XX		GENERAL PROFESSIONAL V	H51	H-PS	4493	6874	4596	7032	8592	0
H6G6XX		GENERAL PROFESSIONAL VI	H55	H-PS	4953	7577	5067	7751	8592	0
H6G7XX		GENERAL PROFESSIONAL VII	H57	H-PS	5202	7956	5322	8139	8592	0
H6G8XX	#	MANAGEMENT	H99	H-PS	5461	8357	5587	8592	8592	0
H6H1TX		ARCHIVIST I	H26	H-PS	2448	3746	2504	3832	8592	0
H6H2XX		ARCHIVIST II	H31	H-PS	2760	4219	2823	4316	8592	0
H6I1XX		CHAPLAIN I	H41	H-PS	3521	5386	3602	5510	8592	0
H6I2XX		CHAPLAIN II	H43	H-PS	3696	5657	3781	5787	8592	0
H6I3XX		CHAPLAIN III	H45	H-PS	3881	5938	3970	6075	8592	0
H6J1IX		COMP INSURANCE INTERN	H26	H-PS	2448	3746	2504	3832	8592	0
H6J2TX		COMP INSURANCE SPEC I	H31	H-PS	2760	4219	2823	4316	8592	0
H6J3XX		COMP INSURANCE SPEC II	H37	H-PS	3193	4884	3266	4996	8592	0
H6J4XX		COMP INSURANCE SPEC III	H45	H-PS	3881	5938	3970	6075	8592	0
H6J5XX		COMP INSURANCE SPEC IV	H51	H-PS	4493	6874	4596	7032	8592	0
H6J6XX		COMP INSURANCE SPEC V	H55	H-PS	4953	7577	5067	7751	8592	0
H6J7XX		COMP INSURANCE SPEC VI	H57	H-PS	5202	7956	5322	8139	8592	0
H6K1IX		COMPL INVESTIGATOR INT	H31	H-PS	2760	4219	2823	4316	8592	0
H6K2TX		COMPL INVESTIGATOR I	H37	H-PS	3193	4884	3266	4996	8592	0
H6K3XX		COMPL INVESTIGATOR II	H45	H-PS	3881	5938	3970	6075	8592	0
H6K4XX		COMPL INVESTIGATOR III	H51	H-PS	4493	6874	4596	7032	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
H6L1XX		CORRL ACCOUNT SALES REP	H37	H-PS	3193	4884	3266	4996	8592	0
H6M1XX		FOOD SERV MGR I	H31	H-PS	2760	4219	2823	4316	8592	0
H6M2XX		FOOD SERV MGR II	H37	H-PS	3193	4884	3266	4996	8592	0
H6M3XX		FOOD SERV MGR III	H45	H-PS	3881	5938	3970	6075	8592	0
H6M4XX		FOOD SERV MGR IV	H51	H-PS	4493	6874	4596	7032	8592	0
H6N1IX		LABOR/EMPLOY SPEC INT	H26	H-PS	2448	3746	2504	3832	8592	0
H6N2TX		LABOR/EMPLOYMENT SPEC I	H31	H-PS	2760	4219	2823	4316	8592	0
H6N3XX		LABOR/EMPLOYMENT SPEC II	H37	H-PS	3193	4884	3266	4996	8592	0
H6N4XX		LABOR/EMPLOYMENT SPEC III	H45	H-PS	3881	5938	3970	6075	8592	0
H6N5XX		LABOR/EMPLOYMENT SPEC IV	H51	H-PS	4493	6874	4596	7032	8592	0
H6N6XX		LABOR/EMPLOYMENT SPEC V	H55	H-PS	4953	7577	5067	7751	8592	0
H6O1XX		LOTTERY SALES REP I	H26	H-PS	2448	3746	2504	3832	8592	1
H6O2XX		LOTTERY SALES REP II	H31	H-PS	2760	4219	2823	4316	8592	0
H6O3XX		LOTTERY SALES REP III	H37	H-PS	3193	4884	3266	4996	8592	0
H6O4XX		LOTTERY SALES REP IV	H51	H-PS	4493	6874	4596	7032	8592	0
H6P1TX		PARK MANAGER I	H26	H-PS	2448	3746	2504	3832	8592	1
H6P2XX		PARK MANAGER II	H31	H-PS	2760	4219	2823	4316	8592	1
H6P3XX		PARK MANAGER III	H37	H-PS	3193	4884	3266	4996	8592	0
H6P4XX		PARK MANAGER IV	H43	H-PS	3696	5657	3781	5787	8592	0
H6P5XX		PARK MANAGER V	H51	H-PS	4493	6874	4596	7032	8592	0
H6P6XX		PARK MANAGER VI	H55	H-PS	4953	7577	5067	7751	8592	0
H6Q1XX		RECORDS ADMINISTRATOR I	H40	H-PS	3446	5270	3525	5391	8592	1
H6Q2XX		RECORDS ADMINISTRATOR II	H46	H-PS	3986	6099	4078	6239	8592	0
H6R1IX		REHABILITATION INTERN	H31	H-PS	2760	4219	2823	4316	8592	1
H6R2TX		REHABILITATION COUNS I	H37	H-PS	3193	4884	3266	4996	8592	0
H6R3XX		REHABILITATION COUNS II	H41	H-PS	3521	5386	3602	5510	8592	0
H6R4XX		REHABILITATION SUPV I	H49	H-PS	4280	6545	4378	6696	8592	0
H6R5XX		REHABILITATION SUPV II	H53	H-PS	4718	7216	4827	7382	8592	0
H6S1TX		SALES MANAGER I	H26	H-PS	2448	3746	2504	3832	8592	0
H6S2XX		SALES MANAGER II	H31	H-PS	2760	4219	2823	4316	8592	0
H6S3XX		SALES MANAGER III	H37	H-PS	3193	4884	3266	4996	8592	0
H6S4XX		STORE MANAGER	H45	H-PS	3881	5938	3970	6075	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
H6T1XX		STAFF ACCOMPANIST	H26	H-PS	2448	3746	2504	3832	8592	0
H6U1TX		WILDLIFE MANAGER I	H26	H-PS	2448	3746	2504	3832	8592	0
H6U2XX		WILDLIFE MANAGER II	H31	H-PS	2760	4219	2823	4316	8592	0
H6U3XX		WILDLIFE MANAGER III	H37	H-PS	3193	4884	3266	4996	8592	0
H6U4XX		WILDLIFE MANAGER IV	H45	H-PS	3881	5938	3970	6075	8592	0
H6U5XX		WILDLIFE MANAGER V	H51	H-PS	4493	6874	4596	7032	8592	0
H6U6XX		WILDLIFE MANAGER VI	H55	H-PS	4953	7577	5067	7751	8592	0
H6V1TX		YOUTH SERV COUNSELOR I	H37	H-PS	3193	4884	3266	4996	8592	1
H6V2XX		YOUTH SERV COUNSELOR II	H41	H-PS	3521	5386	3602	5510	8592	1
H6V3XX		YOUTH SERV COUNSELOR III	H47	H-PS	4074	6235	4168	6378	8592	0
H6V4XX		YOUTH SERV ASST ADMIN	H51	H-PS	4493	6874	4596	7032	8592	0
H6V5XX		YOUTH SERV ADMIN	H55	H-PS	4953	7577	5067	7751	8592	0
I1A1TX		ACTUARY I	I34	I-PSE	4107	6283	4255	6509	8592	0
I1A2XX		ACTUARY II	I36	I-PSE	4313	6598	4468	6836	8592	0
I1A3XX		ACTUARY III	I43	I-PSE	5128	7846	5313	8128	8592	0
I1A4XX	#	ACTUARY IV	I47	I-PSE	5656	8357	5860	8592	8592	0
I1B1TX		STATISTICAL ANALYST I	I23	I-PSE	3150	4818	3263	4991	8592	0
I1B2XX		STATISTICAL ANALYST II	I30	I-PSE	3726	5699	3860	5904	8592	0
I1B3XX		STATISTICAL ANALYST III	I39	I-PSE	4651	7116	4818	7372	8592	0
I1B4XX		STATISTICAL ANALYST IV	I43	I-PSE	5128	7846	5313	8128	8592	0
I2A2TX		DESIGNER/PLANNER	I29	I-PSE	3645	5578	3776	5779	8592	0
I2A3XX		ARCHITECT I	I34	I-PSE	4107	6283	4255	6509	8592	0
I2A4XX		ARCHITECT II	I40	I-PSE	4755	7276	4926	7538	8592	0
I2A5XX		ARCHITECT III	I44	I-PSE	5242	8018	5431	8307	8592	0
I2B1TX		ELECTRONIC ENGINEER I	I38	I-PSE	4528	6927	4691	7176	8592	0
I2B2XX		ELECTRONIC ENGINEER II	I42	I-PSE	4992	7639	5172	7914	8592	0
I2B3XX	#	ELECTRONIC ENGINEER III	I46	I-PSE	5504	8357	5702	8592	8592	0
I2B4XX	#	ELECTRONIC ENGINEER IV	I50	I-PSE	6067	8357	6285	8592	8592	0
I2C1I*		ENGINEER-IN-TRAINING I	I25	I-PSE	3307	5058	3426	5240	8592	0
I2C2T*		ENGINEER-IN-TRAINING II	I30	I-PSE	3726	5699	3860	5904	8592	0
I2C3**		ENGINEER-IN-TRAINING III	I34	I-PSE	4107	6283	4255	6509	8592	0
I2C4**		PROFESSIONAL ENGINEER I	I37	I-PSE	4430	6778	4589	7022	8592	0

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
I2C5**		PROFESSIONAL ENGINEER II	I44	I-PSE	5242	8018	5431	8307	8592	0
I2C6**	#	PROFESSIONAL ENGINEER III	I53	I-PSE	6546	8357	6782	8592	8592	0
I2C7**	#	PROFESSIONAL ENGINEER IV	I57	I-PSE	7216	8357	7476	8592	8592	0
I2D1IX		LANDSCAPE ARCHITECT INT	I25	I-PSE	3307	5058	3426	5240	8592	0
I2D2TX		LANDSCAPE ARCHITECT I	I29	I-PSE	3645	5578	3776	5779	8592	0
I2D3XX		LANDSCAPE ARCHITECT II	I34	I-PSE	4107	6283	4255	6509	8592	0
I2D4XX		LANDSCAPE ARCHITECT III	I40	I-PSE	4755	7276	4926	7538	8592	0
I3A1I*		ENVIRON PROTECT INTERN	I21	I-PSE	2999	4588	3107	4753	8592	0
I3A2T*		ENVIRON PROTECT SPEC I	I27	I-PSE	3472	5310	3597	5501	8592	0
I3A3**		ENVIRON PROTECT SPEC II	I33	I-PSE	4019	6148	4164	6369	8592	0
I3A4**		ENVIRON PROTECT SPEC III	I39	I-PSE	4651	7116	4818	7372	8592	0
I3A5**		ENVIRON PROTECT SPEC IV	I44	I-PSE	5242	8018	5431	8307	8592	0
I3A6**	#	ENVIRON PROTECT SPEC V	I48	I-PSE	5780	8357	5988	8592	8592	0
I3B1I*		PHY SCI RES/SCIENTIST INT	I21	I-PSE	2999	4588	3107	4753	8592	0
I3B2T*		PHY SCI RES/SCIENTIST I	I27	I-PSE	3472	5310	3597	5501	8592	0
I3B3**		PHY SCI RES/SCIENTIST II	I33	I-PSE	4019	6148	4164	6369	8592	0
I3B4**		PHY SCI RES/SCIENTIST III	I39	I-PSE	4651	7116	4818	7372	8592	0
I3B5**		PHY SCI RES/SCIENTIST IV	I44	I-PSE	5242	8018	5431	8307	8592	0
I3B6**	#	PHY SCI RES/SCIENTIST V	I48	I-PSE	5780	8357	5988	8592	8592	0
I5A1TX		AIR ENVIRON SYS TECH I	I28	I-PSE	3547	5428	3675	5623	8592	1
I5A2XX		AIR ENVIRON SYS TECH II	I34	I-PSE	4107	6283	4255	6509	8592	0
I5C1**		CIVIL ENG PROJ MANAGER I	I28	I-PSE	3547	5428	3675	5623	8592	0
I5C2**		CIVIL ENG PROJ MANAGER II	I32	I-PSE	3912	5986	4053	6201	8592	0
I5D1**		ENGR/PHYS SCI TECH I	I19	I-PSE	2856	4371	2959	4528	8592	1
I5D2**		ENGR/PHYS SCI TECH II	I22	I-PSE	3066	4689	3176	4858	8592	0
I5D3**		ENGR/PHYS SCI TECH III	I26	I-PSE	3379	5170	3501	5356	8592	0
I5E1IX		ELECTRONICS SPEC INTERN	I10	I-PSE	2287	3498	2369	3624	8592	1
I5E2TX		ELECTRONICS SPEC I	I16	I-PSE	2648	4052	2743	4198	8592	1
I5E3XX		ELECTRONICS SPEC II	I22	I-PSE	3066	4689	3176	4858	8592	1
I5E4XX		ELECTRONICS SPEC III	I28	I-PSE	3547	5428	3675	5623	8592	0
I5E5XX		ELECTRONICS SPEC IV	I34	I-PSE	4107	6283	4255	6509	8592	0
I9A1TX		LABORATORY COORD I	I18	I-PSE	2781	4253	2881	4406	8592	1

Proposed Compensation Plan Pay Structure for FY 04 - 05										
CLASS	lid	TITLE	GRADE	OCC	MIN7103	MAX7103	MIN7104	MAX7104	LID7104	PAYDIFF
I9A2XX		LABORATORY COORD II	I24	I-PSE	3219	4924	3335	5101	8592	1
I9A3XX		LABORATORY COORD III	I31	I-PSE	3827	5855	3965	6066	8592	1
I9B1IX		LAND SURVEY INTERN I	I11	I-PSE	2350	3596	2435	3725	8592	1
I9B2TX		LAND SURVEY INTERN II	I21	I-PSE	2999	4588	3107	4753	8592	1
I9B3XX		PROF LAND SURVEYOR I	I32	I-PSE	3912	5986	4053	6201	8592	0
I9B4XX		PROF LAND SURVEYOR II	I36	I-PSE	4313	6598	4468	6836	8592	0
J1A1*B		TEACHER I	J26	J-T	3146	4529	3218	4633	8592	0
J1A1*C		TEACHER I	J28	J-T	3269	5295	3344	5417	8592	0
J1A1*D		TEACHER I	J31	J-T	3365	5821	3442	5955	8592	0
J1A1*E		TEACHER I	J33	J-T	3533	6112	3614	6253	8592	0
J1A1*F		TEACHER I	J38	J-T	4129	7143	4224	7307	8592	0
J1A1*H		TEACHER I	J26	J-T	3146	4529	3218	4633	8592	0
J1A1*I		TEACHER I	J28	J-T	3269	5295	3344	5417	8592	0
J1A1*J		TEACHER I	J31	J-T	3365	5821	3442	5955	8592	0
J1A1*K		TEACHER I	J33	J-T	3533	6112	3614	6253	8592	0
J1A1*L		TEACHER I	J38	J-T	4129	7143	4224	7307	8592	0
J1A2*A		TEACHER II	J38	J-T	4129	7143	4224	7307	8592	0
J1A2*G		TEACHER II	J38	J-T	4129	7143	4224	7307	8592	0
J1A3*A		TEACHER III	J42	J-T	4552	7874	4657	8055	8592	0
J1A3*G		TEACHER III	J42	J-T	4552	7874	4657	8055	8592	0
J2A1XX		TEACHER AIDE	J10	J-T	1954	2813	1999	2878	8592	0
J2B1TX		CHILD CARE AIDE	J11	J-T	1511	2250	1546	2302	8592	1
J2B2XX		EARLY CHILDHOOD EDUC I	J15	J-T	1665	2483	1703	2540	8592	1
J2B3XX		EARLY CHILDHOOD EDUC II	J19	J-T	1837	2738	1879	2801	8592	1
P1A1XX		TEMPORARY AIDE	P10	P-TEM	893	8357	925	8592	8592	0